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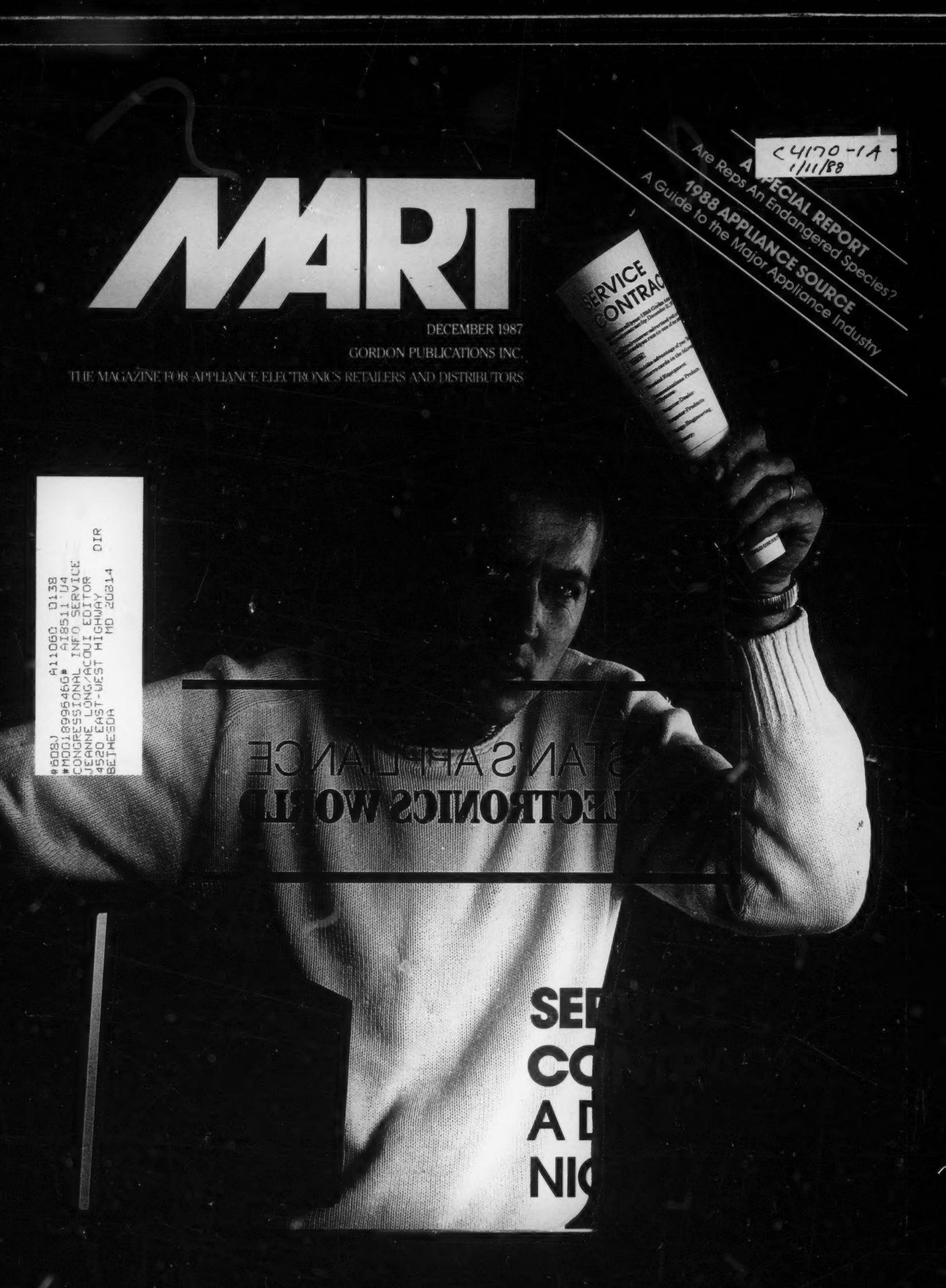
# AART

DECEMBER 1987
GORDON PUBLICATIONS INC.
THE MAGAZINE FOR APPLIANCE ELECTRONICS RETAILERS AND DISTRIBUTORS

**A SPECIAL REPORT**
Are Reps An Endangered Species?

**1988 APPLIANCE SOURCE**
A Guide to the Major Appliance Industry

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MART

THE MAGAZINE FOR ELECTRONICS/APPLIANCE RETAILERS AND DEALERS
GORDON PUBLICATIONS, INC.

DECEMBER 1987

COVER STORY

4 **SERVICE CONTRACTS: A DREAM OR NIGHTMARE?**

It's no secret that extended warranty contracts net more profit than many of the products they protect. But in an industry that is growing rapidly, dealers must be wary of unscrupulous operators. Suzy Fucini investigates this billion dollar business and tells how to avoid being scammed.

1988 APPLIANCE SOURCE

*(A detailed guide to suppliers, the 1988 edition of MART's Appliance Source opens on page 7. Manufacturer profiles begin on page 13.)*

10 **1987: ANOTHER MILESTONE FOR MAJORS**

Even in the wake of Wall Street's Black Monday, retailers and manufacturers remain optimistic that the year will close a record-breaker. The real mystery lies in the economy, and where it's heading in 1988.

HOME ELECTRONICS

*(Pages A1 - A16: The Modern Rep, a special report on manufacturers representatives, follows page 14.)*

A4 **ARE REPS AN ENDANGERED SPECIES?**

The modern rep... Who is he? How has his role changed in recent years? Who needs reps, and who doesn't? These are just a few of the many questions MART answers in this feature which runs through page A7.

A8 **REP ROUNDTABLE**

Nine working reps examine the independent representative's role in today's marketplace. Among the questions they address are: What should retailers expect from reps? What's does the future hold for the profession?

# FAREWELL...

For the first time in nearly two years I am lost for words. This is the final issue of MART. It's a sad day, indeed, when the doors of a 34-year-old publication close. What do you say?

I leave this job with the hope that the past 22 issues have been meaningful in some way to all of our readers. For me, MART was a challenge that I enjoyed.

When I accepted the job of editor, my mission was to preserve MART's heritage while adapting to a rapidly changing market, and strengthen its voice in the industry. This, I believe, we accomplished thanks to the dedication of our staff. A small band we were—united by the common goal of delivering a quality magazine.

My sincerest thanks goes out to Rob Sabin, Suzy Fucini and Elliot King. These people were instrumental in shaping MART's editorial identity, and went far beyond the call of duty in doing so.

I'd also like to thank our former group publisher, Bob Snyder, for believing in MART and acting as a catalyst; and Bob Shapiro, for making our report on reps a reality. We had hoped this would be the first of many special editorial projects.

Finally—and most importantly—my thanks to *everyone* who supported MART—readers, advertisers, our friends in the public relations community.

Before signing off, I urge you to page through this final edition. It is not a throwaway by any means. Two months of hard work went into updating the 1988 Appliance Source and researching the independent rep profession. This month's cover story, which investigates the bustling service contract industry, also is must reading for any retailer.

My only regret is that we did not have more space. The Appliance Source, unfortunately, has been condensed in too few pages and, consequently, we did not have room for a directory of trade associations and finance companies. My apologies to those who took the time to supply us with information that did not get published.

Who knows, perhaps we'll cross paths again down the road. One thing's for sure, once you get the industry bug it's hard to shake it.

Best of luck in the future.

Bob Ankosko
Editor

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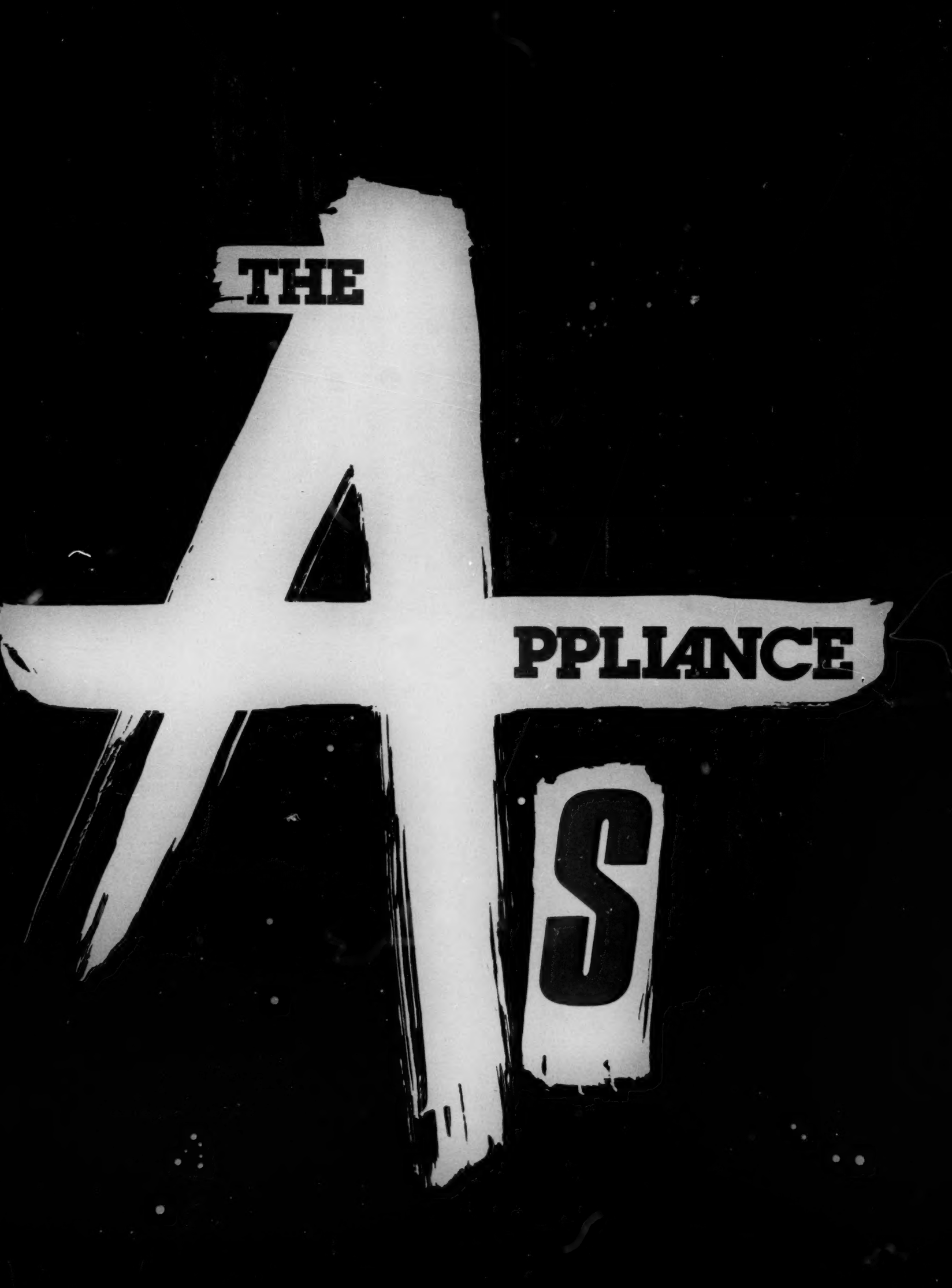
THE
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# 1987: ANOTHER MILESTONE FOR MAJOR APPLIANCES

As for 1988, it appears that sales will remain flat or decline slightly compared to 1987.

by Suzy Fucini

While October 1987 may go down as one of the most economically disastrous months of all time, one would never know it from talking to people in the home appliance industry. Virtually all of the manufacturers and retailers MART surveyed at the end of that shock-riddled month were bullish, based on the surprising strength the industry had shown during the first 10 months of 1987. Even "Black Monday," it seems, did little to dampen their spirits, as the white goods industry steamrolled its way toward the fourth consecutive record year in sales.

Buoyed by a second-half that held up much better than anticipated, major home appliance shipments were up 7.6 percent during the first three quarters of 1987, surpassing 36.3 million units. And that, industry executives glowingly pointed out, exceeded the very optimistic projections made at the beginning of the year.

"We had been thinking in terms of a 5 percent increase—maybe," says Bob Holding, president of the Association of Home Appliance Manufacturers (AHAM). "I'd characterize 1987 as being a pleasant surprise." The strength of the first three quarters virtually assures that a new record will be set, since fourth-quarter shipments of only 9 million units would be needed to top 1986's record 45 million units.

Even a slowdown in consumer spending brought on by the stock market crash would probably not be enough to prevent a new record from being set at this point, Holding notes. "I think there's sufficient momentum to carry us through."

The top four appliance manufacturers all reported that sales were running well ahead of 1986's pace. Industry leader GE was in the midst of "a record year in terms of sales, market share and income," according to vice president of marketing Bruce Enders. At Whirlpool, Jim Workinger, division vice president of merchandising, disclosed that sales were "outperforming the industry as a whole."

Larry Cain, group vice president of product and marketing management for the WCI brands summed up 1987 in one word—"excellent." And a spokesman for Maytag confirmed that his company, too, was enjoying a record year. Even Brown Stove Works, the small, privately-held company whose niche is cooking products, was "well ahead of 1986," according to vice president of marketing Jim Ruberti.

The underlying soundness in white goods was reflected by the fact that refrigerators and laundry products—two of industry's largest product categories—were up 8.7 percent and 9.6 percent, respectively, for the first three quarters. Room air conditioners showed a dramatic 33 percent increase. However, A/C sales are not regarded as a reliable "state of the industry" indicator because they are sharply affected by weather conditions.

"What I like about 1987 was the strength of the old bellweathers—refrigerators and laundry," says Holding of AHAM. "The extremely hot summer carried air conditioners and dehumidifiers, but these are up and down products that were simply the icing on the cake." The only appliance category showing a decline in 1987 was microwave ovens, which slipped half a percentage point through the first three quarters.

Industry executives attributed the record-setting year to three key factors: 1) a large number of housing starts, 2) consumer confidence in the economy, 3) a "replacement cycle" for products sold in the early 1970s is beginning to bear fruit.

Commenting on replacement business, Whirlpool's Workinger notes that major appliance sales peaked out in 1973, after experiencing more than a decade of consecutive annual gains. "Many major appliances have a 15-year life cycle," he observes. "So what's happening right now is that all those appliances sold back in the early '70s are coming up for replacement. The remodeling market is just tremendous, too."

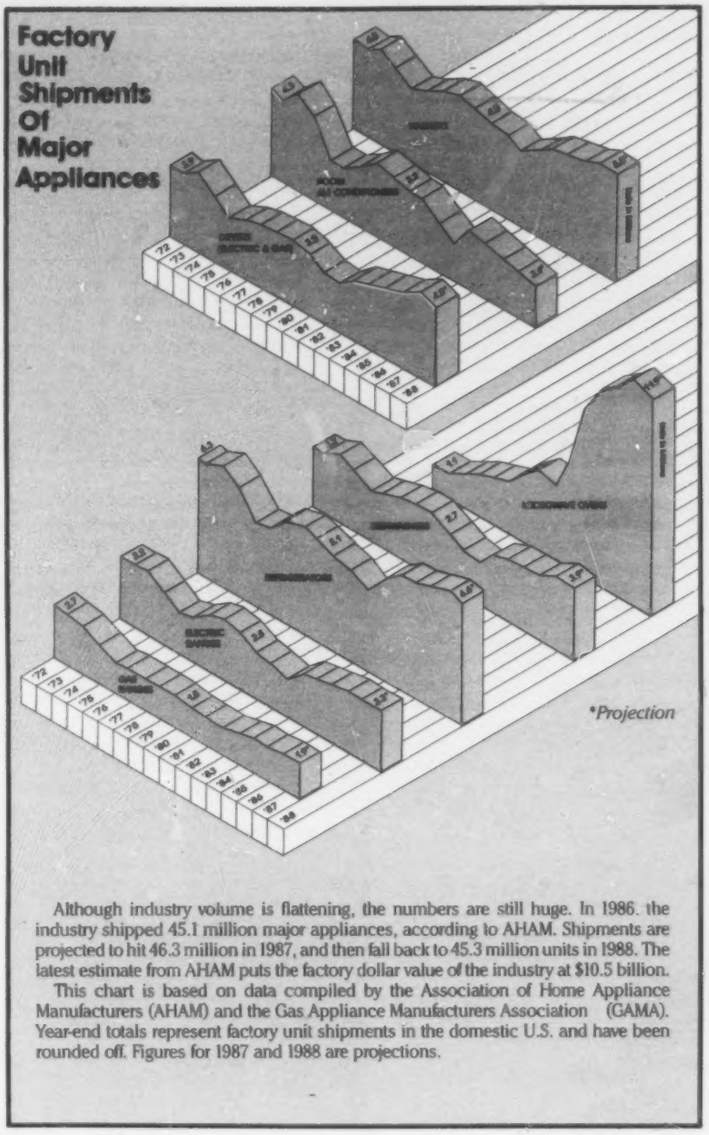
Retailers, for the most part, reported appliance sales patterns that mirrored industry factory shipments. Large and small dealers alike agreed that 1987 sales greatly surpassed their expectations, with refrigerators, laundry and air conditioning coming on exceptionally strong. "It's been just a super great year across the board for appliances," relates Dale Plass, vice president of Plass Appliance, which operates three stores in metro Chicago. "If there was any weak spot, it was microwaves."

At Minneapolis-based Best Buy, merchandise manager Mark Murphy says, "Appliance sales gains over last year were great. Room air conditioners were just phenomenal—we completely sold through before July was over. Refrigerators, dishwashers and laundry were excellent too. About the only category that remained flat was cooking."

It wasn't simply that appliances were selling, but *what* was selling that brought smiles to many faces in the industry. One of the year's most pleasant surprises was a pronounced trend toward higher-end products. Features such as ice-makers on refrigerators and self-cleaning ovens enjoyed wider acceptance than ever before. What's more, contemporary European styling and high-tech features like electronic controls continued to gain in popularity, as the appliance market underwent a "yuppification" of sorts.

"The market's definitely going in a more upscale direction," Whirlpool's Workinger confirms. "We're seeing more highly featured and styled products in virtually all categories—from a larger percentage of glass shelves on refrigerators to the use of more electronics."

In refrigerators, Best Buy's Murphy says the biggest surprise was the amount of higher-end product that sold. "Sales of GE's 27-cubic-foot refrigerator were fantastic." Agrees Plass, "It seems




Although industry volume is flattening, the numbers are still huge. In 1986, the industry shipped 45.1 million major appliances, according to AHAM. Shipments are projected to hit 46.3 million in 1987, and then fall back to 45.3 million units in 1988. The latest estimate from AHAM puts the factory dollar value of the industry at $10.5 billion.

This chart is based on data compiled by the Association of Home Appliance Manufacturers (AHAM) and the Gas Appliance Manufacturers Association (GAMA). Year-end totals represent factory unit shipments in the domestic U.S. and have been rounded off. Figures for 1987 and 1988 are projections.

that as big a refrigerator as manufacturers make, people will buy."

The biggest buzz in ranges continues to be the growth of solid-disc cooking elements. Says Ruberti of Brown Stove Works, "If I had to pick one product that's helped (make 1987 a good year) more than anything else, it's the solid-disc. We've been offering it for two years, but it really took off this past year."

Built-in appliances also picked up steam during this year. Enders says GE's high-end Monogram line was one of three product categories that contributed to market share gains in 1987. (The other two were GE's new large-size refrigerators, most notably the Space Center 27-cubic-foot, and its new line of gas ranges.)

The upscale product trend has been tied to strength of the economy in general by both retailers and vendors. Murphy of Best Buy, however, offers another reason why some brands may have enjoyed increased sales of high-end products—the repositioning of the KitchenAid line. "KitchenAid is moving more toward the very high-end," he note. "Their low-end price points used to be where the high-end started for other manufacturers. But now they've gotten away from the $479 to $499 dishwashers and are concentrating more on the $600 dishwasher. So, high-end sales of other brands have been helped as a result."

Other changes wrought in the KitchenAid brand since the Whirlpool acquisition in 1986 include the move to direct, selective distribution and the introduction of a full-line. According to Marla Owca, manager of media relations for KitchenAid, the brand's expanded product line—which now includes refrigerators—has been "very well received" by dealers and consumers. However, she acknowledges, "we did not get as much product into the market as early as we wanted to."

KitchenAid was not alone on the full-line bandwagon. A number of other suppliers expanded their lines during 1987, the most visible result of the merger binge appliance manufacturers went on in 1986. With more competing brands and models on the market, retailers were faced with new—and potentially difficult—choices about how to utilize floor space. But for some it was business as usual. "The mergers had no effect on our vendor relationships at all," says Bob Walsh, senior vice president at Tops Appliance City in Edison, New Jersey.

Others, however, admitted feeling some heat from suppliers who wanted them to carry an expanded product line. "When you've got three or four longtime suppliers asking you to carry everything they make, you feel torn about which direction to go in," observes Plass. "We've made changes in our lineup, but nothing major. Basically, we've tried to support different manufacturers where we could."

All indications reveal that the trend toward full-line brands is here to stay. KitchenAid, for example, intends to enter the built-in refrigerator arena next year and possibly expand its laundry line as well. And a planned line of Maytag refrigerators should make its appearance sometime in 1989, according to a company spokesman.

Another consequence of industry consolidation is that manufacturers are becoming increasingly global in their outlook. At WCI, which was acquired by the Swedish conglomerate A.B. Electrolux last year, Cain says, "The biggest change (acquisition) has brought to our future is that we are no longer in a domestic market. This is truly a global market. We find great opportunities in the ability to share with our counterparts in Europe and Japan for future product development."

Whirlpool, too, is taking a "more worldwide view with respect to growth," Workinger says, with possible new ventures in India, Mexico and the Netherlands.

Meanwhile, back in the good old U.S.A., the industry is focusing its attention on a number of legislative and economic issues as the new year rolls in. On the legislative front, the most pressing issue is the linkage of the Department of Energy's 1993 refrigerator-freezer standards with the EPA's ruling on chlorofluorocarbons (CFCs).

Says AHAM's Holding: "The DOE is telling us, on one hand, that refrigerators have to be more energy efficient, while the EPA wants to restrict the availability of the CFCs that we use to achieve this energy efficiency. What we're telling them, in essence, is that they can't have it both ways."

The economy, of course, remains the biggest mystery for 1988. Prior to the events in October, the industry was predicting another strong year, with sales remaining flat or down slightly (one to two percent). Now, however, most suppliers are taking a wait-and-see attitude—although none of those interviewed by MART said that they had revised production or marketing plans.

"The economic indicators, even after the stock market fiasco, seem to be pointing to another good first half," comments WCI's Cain. "We're just going to keep monitoring the market and trying to respond to the needs of our customers."

Retailers, too, are cautiously optimistic about the coming year. Says Walsh of Tops, "We will continue to merchandise as aggressively as we have and not be deterred by extraneous events." □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# Settling down to serious business

*Barring a major jolt in the economy, 1988 looks bright, indeed.*

by
Bob
Holding
AHAM

In 1988, U.S. major appliance manufacturers will be settling down, from a period of unprecedented merging and consolidation, to the serious business of manufacturing and marketing. 1988 will be the follow-up phase to what some have called "merger madness."

Today's competitors are fewer but tougher, financially stronger and armed with sound, long-term strategies. They are leaner and meaner. And, they are consolidating resources to pare away the fat and maximize efficiencies, particularly in manufacturing. All of this maneuvering is being done to meet the needs of the diverse U.S. market.

Increasingly, companies are focusing on the high-end market, a segment that has been dominated by a handful of niche producers up to now. High-end products traditionally account for about 10 percent of industry sales, but companies anticipate a doubling of high-end sales. Some say they could even reach 25 percent.

Given the growing intensity of competitiveness in our industry, companies will continue to sharpen their marketing skills. Retailers can anticipate better and more creative assistance from suppliers in both advertising and product promotions.

Assuming that consumer confidence is not overly shaken by the erratic Wall Street behavior of recent months and that positive economic conditions remain, 1988 should be a solid year for appliance manufacturers and retailers. Here are several positive indicators:

- As already mentioned, the appliance replacement market remains strong with the pent-up demand.
- The kitchen remodeling boom is expected to continue, spurring appliance replacements.
- New home construction is moving toward more deluxe houses which tend to come equipped with a full complement of appliances, usually fully-featured models.
- Existing homes turnover—changing owners—at an annual rate of 3.5 million, also is spurring appliance replacements.
- Two-wage earner families now account for over half of all married households. They have more disposable income and regard the time-savings that appliances offer as absolutely essential.
- The number of American households continues to rise: from 67.5 million in 1970 to 87 million in 1985 and to an anticipated 94.5 million by 1990. New households represent first-time appliance purchases. Considering that the average number of major appliances per household has increased from three to six, manufacturers and retailers can look forward to millions of appliance purchases by these "new families."

In my opinion, however, today's appliance manufacturers top the list of positive indicators for the appliance business. These strong, capable and savvy competitors are intent on succeeding—on establishing a firm and enviable share of not only the U.S. market but the emerging world market as well.

Their successful strategies already have been substantiated in the many exciting and innovative changes in product style, size and configuration, high tech design, modular applications and creative convenience features.

And we've seen it in productivity and output increases. The Bureau of Labor Statistics reports that our industry posted a productivity gain of 6.7 percent in 1986 and an output gain of 10.7 percent.

Indeed, business looks good for our industry. Settling down to the serious business of appliance manufacturing—and marketing—should reap rewards for everyone in the appliance industry in 1988. □

*(Editor's Note: The theme for AHAM's 1988 annual membership meeting this April in Pebble Beach, California, is "Serious Business—Manufacturing Enters a New Era.")*

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Whirlpool Acceptance CORPORATION

# 1988 APPLIANCE SOURCE

## ADMIRAL HOME APPLIANCES

**1701 E. Woodfield Rd.**
**Schaumburg, IL 60196**
**(312) 884-2600**
*(Also see Maytag Corp.)*

**OFFICERS**
Charles A. Dowd, Jr., president/Admiral; Jim Krueger, vice president/Admiral brand marketing; Tony A. Borski, vice president/private label

**EMPLOYEES**
Admiral ..... 2,700
Norge ..... 800
Warwick ..... 150

**PRODUCT LINES**
**Admiral:** Refrigerators, freezers, dehumidifiers, gas/electric ranges, washers/dryers, dishwashers
**Norge:** Washers/dryers, refrigerators, freezers, gas/electric ranges, dehumidifiers
**Warwick:** Compact refrigerators, compact freezers

**DISTRIBUTION**
**Sales Contact:** Roger Brannan, national sales manager. (312) 884-2902.

**PROFILE**
Admiral, Norge and Warwick form Admiral Home Appliances, a division of Maytag Corp., under the leadership of Charles A. Dowd, Jr., president.

Admiral was founded in 1934 as Continental Radio, a manufacturer of radios for home use. The company name became Admiral in 1936, a change still reflected in the firm's stylized "sail" logo.

After producing walkie-talkies for use in combat in World War II, the company began preparing for a post-war economy with diversification into television and home appliances. Among the company's most important developments was the first bottom-mount refrigerator/freezer, the first infinite heat controls on ranges, the first removable oven door, and the first refrigerator to offer water service through the door.

In 1974, Admiral joined the Rockwell International Group, a primary government military contractor. Then, in 1979, Admiral was acquired by Magic Chef.

Also in 1979, Magic Chef purchased Norge, which had been part of Fedders Corp. Located in Herrin, IL, Norge manufactures a full line of domestic laundry equipment.

Warwick Manufacturing Corp., a producer of compact refrigerators and freezers, was acquired in late 1984. The company is based in Chesapeake, VA. Prior to 1985, Warwick products were marketed under the Philco registered trademark; they are now sold under the names of Magic Chef, Admiral, Norge, Warwick, and other private labels.

In May 1986, Admiral and its parent company, Magic Chef, were acquired by Maytag. The Admiral Division of Maytag Corp. is responsible for manufacturing, marketing and sales of refrigerators and freezers, compact refrigerators, dehumidifiers and automatic laundry products.

**SPOTLIGHT**
Charles A. Dowd, Jr.,
president/Admiral

"There are many components in a maximum profit picture – efficient inventory control, effective advertising, prompt service, product and sales training. We have been concerned that the current tendency to sell on price, rather than value, has eroded the independent dealer's ability to make a decent profit.

"Until recently, the line between a product and a service was clearly drawn. Now, that line is blurred. We are not only selling a product you can touch, but the intangible 'service.' We all have a responsibility to make our 'once-every-5-years' customer as satisfied as we can, by ensuring that she has the right product for her – today, three years from now, or 15 years from today."

## AIRTEMP

*(See Fedders Air Conditioning)*

## AMANA REFRIGERATION INC.

**Amana, IA 52204**
**(319) 622-5511**
*(Also see Raytheon Co.)*

**OFFICERS**
Henry J. Meyer, president and chief executive; John A. Kammerer, senior vice president/marketing; Dave Kretz, vice president/sales-major appliances; Chuck Roe, vice president/sales-environmental and commercial products

**EMPLOYEES**
Amana ..... 3,350

**PRODUCT LINES**
**Amana:** Refrigerators, Radarange microwave ovens, freezers, electric cooktops, electric ranges, gas ranges, wall ovens, dishwashers, washers/dryers, room air conditioners, dehumidifiers, central air conditioning/heating equipment

**DISTRIBUTION**
**Sales Contact:** Dave Kretz, vice president/sales-major appliances. (319) 622-2858.

**PROFILE**
Amana Refrigeration Inc. has over 50 years of experience in producing major appliances. The company was founded in 1934 when George C. Foerstner accepted the challenge from a local businessman to build a dependable beverage cooler. Foerstner set up shop in Middle Amana, IA, where he produced this first of many successful products.

By 1936, Foerstner's young company added a new product line: frozen food and cold storage lockers.

As the company grew, it continued to add new product lines. In 1947, Amana introduced the first nationally marketed upright freezer. About ten years later, the company began providing its "Deepfreeze" frozen food freezers to the public.

Amana's prominence in the appliance industry was strengthened further in 1965 when it merged with Raytheon Co. of Lexington, MA. Amana drew upon Raytheon's advancements in microwave cooking technology to introduce the world's first 115-volt countertop microwave oven for the home, the patented Radarange.

**SPOTLIGHT**
Henry J. Meyer, president and chief executive

"There are three basic business elements which a retailer should focus on for a successful 1988. First, retailers should give the best customer service possible.

"Second, make sure your salespeople know their products. Customers are impressed and more willing to buy from a salesperson who's taken time to intelligently walk them through the products they are considering.

"Third, you should offer a quality product line that offers the features and styling your customers are looking for."

## AMERICAN

*(See Brown Stove Works)*

## AVANTI PRODUCTS

**6885 N.W. 23rd St.**
**Miami, FL 33172**

**OFFICERS**
Al Cortina, president; Richard Ladd, executive vice president; Larry Winn, vice president/sales;

**EMPLOYEES**
Avanti ..... 28

**PRODUCT LINES**
**Avanti:** Compact refrigerators/freezers, microwave ovens, humidifiers, dehumidifiers, portable fans, portable heaters

**DISTRIBUTION**
**Sales Contact:** Larry Winn, vice president/sales. (305) 592-7830. (800) 323-5029.

**PROFILE**
Avanti is owned by the Mackle Company, an outgrowth of a construction company established in 1908 by Frank E. Mackle, Sr. in Jacksonville, Florida. Today, Mackle Company is a holding company controlling investments in real estate development and, with its Avanti Products division, consumer products.

Through Avanti, Mackle Company is one of the largest distributors of compact refrigerators in the U.S. Avanti is also involved in electronics through its distribution of audio and video cassettes and accessories. All of Avanti's products bear the Avanti logo. Mackle Co. acquired Avanti, itself a nearly 20 year-old firm, in February, 1982.

## BRENTWOOD

*(See Brown Stove Works)*

## BRENTWOOD BY BROWN

*(See Brown Stove Works)*

## BROWN STOVE WORKS INC.

**1422 Carolina Ave.**
**P.O. Box 2490**
**Cleveland, TN 37320-2490**
**(615) 476-6544**
**(800) 251-7485**

**OFFICERS**
K. Harrison Brown, president; James G. Ruberti, vice president/marketing; G.P. Tulloss, vice president/administration; J. Robert Savage, vice president/purchasing; John Rossmaier, treasurer

**PRODUCT LINES**
**Brown, Town & Country, Brentwood, Imperial, Gold Chef, National, American, Brentwood By Brown:** Gas/electric ranges, eye-level double oven ranges, built-in wall ovens, built-in cooktops, built-in dishwashers, refrigerators, range hoods

**PROFILE**
Brown Stove Works Inc. was organized in 1935 as a manufacturer of coal ranges, with Grover C. Brown as president. The company expanded its offerings, and within five years, Brown was marketing a full line of coal and wood burning ranges and heaters.

Entry into the field of gas ranges was delayed with the onset of World War II, but in 1948 Brown introduced its first such model. By 1960, gas built-in wall ovens and surface units were introduced and the company began manufacturing electric cooking appliances for the first time, including electric built-ins. A full line of electric free-standing ranges comparable to the gas free-standing line was offered in January of 1961.

In 1963, Brown introduced its first products for recreational vehicles.

In 1964, the company purchased Jacobs Heater Corp., allowing Brown to offer a line of gas heaters. Jacobs Heater was eventually merged into Brown, and it became the Athens Division of Brown Stove Works. Manufacturing of recreational vehicle products was transferred to Athens in 1970, and the RV line was expanded. However, manufacturing of the RV line was moved back to Cleveland in 1977 after the Athens facility was sold to Flint Manufacturing Co., and the RV line was finally discontinued in 1984.

Today, Brown Stove Works remains a privately owned company with the goal of supplying high quality, moderately priced cooking equipment.

## BRYANT

*(See Carrier Corp.)*

## CALORIC CORP.

**403 North Main St.**
**Topton, Pa. 19562-1499**
**(215) 682-4211**
*(Also see Raytheon Corp.)*

**OFFICERS**
David E. Dolak, president; Edward J. Herrelko II, executive vice president; James Paullin, vice president/national sales manager Caloric; Frank Wiedemeier, vice president/national sales manager Sunray/Glenwood; William J. Day, vice president/private brand sales

**EMPLOYEES**
Caloric Corporation ..... 2,000

**PRODUCT LINES**
**Caloric:** Gas/electric ranges, gas/electric built-in ovens, gas/electric cooktops, electric downdraft cooktops, microwave ovens, combo electric/microwave cooking ranges, combo gas/microwave cooking ranges, refrigerators, dishwashers, waste disposers, trash compactors, range hoods, splash plates
**Sunray/Glenwood:** Gas/electric ranges, gas built-ins, gas cooktops, dishwashers, range hoods, waste disposers

**DISTRIBUTION**
**Sales contact:** Frank Wiedemeier, vice president/national sales manager. (614) 363-1381.

**PROFILE**
The roots of the Caloric Corp. were planted in Philadelphia in 1889 with the founding of the Klein Stove Co. by Samuel Klein. This venture was initially devoted to the fabrication of wood and coal burning stoves.

Caloric – an ancient word for heat – was first used by the company in 1903. It was then that the company began to specialize in gas burning ranges.

During World War I, Caloric acquired the old Topton Foundry and Machine Co. The company operated out of three separate Pennsylvania locations until 1941, when all operations were centralized at the original foundry site in Topton, the present headquarters.

Caloric has developed rapidly throughout the years, partly through its role as an innovator. Among the list of products the company developed and brought first to market are the

patented gas and electric Ultra Ray broiler, the gas pyrolytic self-cleaning oven, automatic pilotless ignition, the combination full-power microwave/electric and microwave/gas ME ranges, and the self-cleaning gas range with the largest oven cavity in the industry.

Caloric became a Raytheon Co. in 1966. It acquired the Glenwood Range Co., manufacturers of Glenwood and Sunray ranges, in 1978. Modern Maid, manufacturers of a full line of high-end gas and electric ranges, was made part of the Caloric product group in November, 1981.

**SPOTLIGHT**

David E. Dolak, president

"The major appliance industry should have another record year in 1988, our third consecutive 5-million unit year for major cooking appliances alone.

"Each dealer must ask himself whether he is getting a fair share of the business, and how he can improve both sales and profits.

"If a dealer is willing to put some effort into major appliances, he will find that the increased sales and profits will not be far behind.

"First and foremost, dealers must realize that it is not necessary to heavily discount every product on the floor. If a dealer has confidence in the line, and carries one with innovative, quality products, he's halfway toward achieving that fair profit."

## CARRIER CORP.

**P.O. Box 4808**
**Syracuse, NY 13221**

**OFFICERS**

William A. Wilson, president and CEO; Gerald W. Rudinsky, vice president, marketing & strategic planning/light residential products

**EMPLOYEES**

Carrier Corp.
(worldwide) ..... 27,000

**PRODUCT LINES**

**Carrier, Bryant, Day & Night, Payne:** Room air conditioners, split system air conditioners, heat pumps, gas furnaces

**DISTRIBUTION**

**Sales Contact:** Call (315) 432-6000 and ask for residential marketing.

**PROFILE**

Carrier Corp. is a subsidiary of United Technologies Corp., Hartford, CT. It is the world's largest manufacturer of heating, ventilating and air conditioning (HVAC) equipment. With headquarters in Syracuse, NY, Carrier operates plants in seven U.S. states, Canada, Europe, South America and Asia. Carrier products are sold in approximately 120 countries.

Carrier Corp. residential furnaces, air conditioners and heat pumps are also sold under the Bryant, Day & Night and Payne brand names in portions of the United States. Products also include central residential humidifiers and electronic air cleaners.

**SPOTLIGHT**

Gerald Rudinsky, vice president, marketing and strategic planning

"The key to dealer profitability in the room air conditioner market can be wrapped up in a single word—mix.

"Typically, retailers rely on selling the low price, low efficiency unit, but in doing so they miss the opportunity to increase their profits by demonstrating the advantages of higher efficiency units which also have pleasantly higher margins.

"Our experience has shown that today's customer is willing to spend a little extra to obtain the increased efficiency."

## CLIMATROL

*(See Fedders Air Conditioning)*

## DACOR

**950 South Raymond Ave.**
**Pasadena, CA 91105**
**(213) 682-2803**

**OFFICERS**

S. Michael Joseph, president/CEO; Anthony B. Joseph, president/sales & marketing; Dennis A. Powell, national sales manager

**EMPLOYEES**

Dacor ..... 200

**PRODUCT LINES**

**Dacor:** Cooktops, ranges, ventilating systems

**DISTRIBUTION**

**Sales contact:** Dennis A. Powell, national sales manager. (213) 682-2803.

**PROFILE**

Dacor is a family-owned and operated company which has become an important factor in the major appliance industry by positioning itself on the leading edge of innovation, styling and quality features for cooking and ventilation equipment.

S. Michael Joseph is president and chief operating officer and his brother, Anthony B. Joseph, is president of the sales and marketing division. Dacor was founded by their father, Stanley M. Joseph, who invented and developed the first complete factory-assembled ventilating hood in 1948.

Dacor has been a pioneer in the development of high-quality cooking equipment. It was the first company to develop modular cooktops for use with either overhead or downdraft ventilation and six-burner modular cooktops. In addition, Dacor introduced the first drop-in and free-standing modular ranges with full-size, self-cleaning ovens. The company also pioneered the use of solid burners in the United States with porcelain cooktops.

**SPOTLIGHT**

Anthony B. Joseph, President/sales & marketing

"A retailer can maximize his profits in major appliances in 1988 by entering the built-in market. He should do this, however, only with lines that are selectively distributed and offer him good profit margins.

## DAEWOO ELECTRONICS CORP. OF AMERICA

**100 Dae-Woo Pl.**
**Carlstadt, NJ 07072**
**(201) 935-8700**

**REGIONAL OFFICES**

1055 W. Victoria Ave., Compton, CA 90220. (213) 774-1746.

**OFFICERS**

Juno Kim, president; H.S. Lee, national sales manager; Y.M. Lee, east coast sales manager; K.H. Kim, mid-west sales manager; Chul Lee, west Coast sales manager

**PRODUCT LINES**

**Portland, Daytron:** Microwave ovens

**DISTRIBUTION**

**Sales Contact:** H.S. Lee, national sales manager. (201) 935-8700.

## DAY & NIGHT

*(See Carrier Corp.)*

## DAYTRON

*(See Daewoo Electronics Corp.)*

## DESIGN & MANUFACTURING

**2000 Illinois Ave.**
**Connersville, IN 47331**
**(317) 825-3181**

**PRODUCT LINES**

Dishwashers

**PROFILE**

Design & Manufacturing is an OEM supplier of dishwashers to many major appliance brands, including Whirlpool, Modern Maid, Magic Chef, Roper and Sears.

## EMERSON QUIET KOOL CO.

**400 Woodbine Ave.**
**Woodbridge, NJ 07095**
**(201) 381-7000**

**OFFICERS**

Thomas G. Petersen, chairman/CEO; John Zvolensky, president; Irwin Hersh, executive vice president/operations

**EMPLOYEES**

Emerson Quiet Kool ..... 600

**PRODUCT LINES**

**Emerson Quiet Kool:** Room air conditioners, dehumidifiers, recreational vehicle air conditioners

**PROFILE**

Emerson's corporate forefather was Quiet Heet Manufacturing Corp., a Newark, NJ, company founded in 1937, which took pride in being the world's largest manufacturer of oil burners. Twelve years later, Quiet Heet expanded its product line to include "Quiet Kool" room air conditioners. Quiet Heet manufactured room air conditioners for other companies which sold them under several brand names, including the Coldspot brand marketed by Sears.

In 1953, Quiet Heet became Emerson Radio & Phonograph Corp. of Jersey City, a manufacturer of radios, phonographs and, later, television receivers. That same year, Emerson Quiet Kool stopped manufacturing oil burners to focus its attention and resources on the growing market for room air conditioners.

Manufacturing was relocated in 1958 to Emerson Radio & Phonograph's large Jersey City plant. The company moved to its current larger location in Woodbridge, New Jersey in 1961.

In 1966, National Union Electric Corp. acquired a controlling interest in Emerson Radio & Phonograph Corp.

In 1974, National Union Electric became a subsidiary of A.B. Electrolux of Sweden. Then, in 1983, Emerson Quiet Kool was acquired by the Jepson Corp., a private holding company headquartered in Chicago.

## EMERSON RADIO CORP.

**One Emerson Lane**
**North Bergen, NJ 07047**
**(201) 854-6600**

**OFFICERS**

William W. Lane, chairman; Stephen L. Lane, president; Marino N. Andriani, senior vice president/sales & marketing

**SALES**

Emerson Radio Corp.
1985 – $357 million
1986 – $566 million
1987 – $810 million

**EMPLOYEES**

Emerson Radio Corp. ..... 600

**PRODUCT LINES**

**Emerson:** Microwave ovens, compact refrigerators, compact freezers

**PROFILE**

Emerson Radio Corporation designs and markets a line of home entertainment electronic equipment and home appliances. The range of the company's products includes televisions, VCRs, radios, and modular and compact stereos. The home appliance line features microwaves and compact refrigerators and was recently expanded with a compact freezer.

## EXCELLENCE

*(See F.G. Industries)*

## FEDDERS AIR CONDITIONING USA INC.

**415 Wabash Ave. - Box 200**
**Effingham, IL 62401-2698**
**(217) 342-3901**

**OFFICERS**

Bernie Tymkiw, general manager, vice president/sales and marketing; Carmen Anzalone, vice president/operations and engineering; Robert Nelson, corporate controller; Bob McElroy, director of sales; Tom Purcell, national accounts sales manager

**SALES**

Fedders 1985 – $78 million
1986 – $94 million

**EMPLOYEES**

Fedders Corp. ..... 700

**PRODUCT LINES**

**Fedders:** Air conditioners, wall-fit air conditioners, dehumidifiers

**Airtemp:** Air conditioners, dehumidifiers

**Climatrol:** Air conditioners, dehumidifiers

**PROFILE**

Fedders was founded in 1896 by Theodore C. Fedders, a metalsmith whose first products (milkcans, kerosene tanks, and bread pans) served an agricultural economy. However, shortly after the turn of the century, Fedders shifted gears and began producing automobile radiators.

This move introduced the company to the young science of heat transfer and was the first step toward its eventual recognition as a manufacturer of air conditioning. Fedders gained extensive experience as it expanded its product lines to include water and beverage coolers and ice cube-maker refrigerators for commercial use. One of its products, frost-free evaporator coils, was marketed for commercial use in 1934, some 20 years before frost-free evaporator coils were introduced to the public.

It was in the 1930s that Fedders emerged as a producer of air conditioning components. After converting its factories back from military production during World War II, Fedders introduced its first room air conditioner.

**SPOTLIGHT**

Bernie Tymkiw, general manager, vice president/sales and marketing

"As millions of air conditioners reach re-

*Continued on page 31*

*Continued from page 14*

placement age, and the market for first time air conditioner purchases proliferates, retailers should keep these three key factors in mind in order to maximize their profits:

First, stay with well-established manufacturers whose names have strong brand recognition.

## F.G. INDUSTRIES

**6 Ohio Drive**
**Lake Success, NY 11042**
**(516) 358-7900**

**OFFICERS**
Stan Garfinkle, president; Hank Fischman, secretary, treasurer

**PRODUCT LINES**
**Excellence:** Compact refrigerators, compact freezers, refrigerators, freezers, washers/dryers

**PROFILE**
F.G. Industries began in November 1967 as a sales representative firm for manufacturers of appliances, televisions, radios and audio products in the greater New York area. During 1970, the company augmented its sales rep activities by purchasing product from various foreign appliance manufacturers, which it resold to its dealership. As the firm's base expanded, so did its product line and the territory it serviced.

Total sales volume for the firm has grown from approximately $800,000 in 1971 to an estimated $40 million in 1987, with a corresponding jump in growth in unit volume from 8,000 to 325,000. F.G. products, sold under the Excellence brand name, are shown in over 5,000 retail showrooms in all 50 states.

In addition to its Excellence brand household appliances, F.G. markets a line of Iberna brand commercial refrigerators and freezers, which are sold directly to national accounts and through commercial refrigerator/freezer distributors.

## FRIEDRICH AIR CONDITIONING & REFRIGERATION CO.

**4200 N. Pan Am Expressway**
**P.O. Box 1540**
**San Antonio, TX 78295**
**(512) 225-2000**

**OFFICERS**
J.L. McMaken, president; Charles M. Marino, vice president/marketing

**EMPLOYEES**
Friedrich ..... 798

**PRODUCT LINES**
**Friedrich:** Room air conditioners, dehumidifiers

**PROFILE**
In 1883, Ed Friedrich opened a one-room, clapboard shop in San Antonio, Texas, where he began his business as a cabinetmaker. His first products were store fixtures and billiard tables. Gradually, Ed began to specialize in coolers and iceboxes. By the turn of the century, the new concept of electricity moved Friedrich to the development of electric refrigeration.

Friedrich's "Floating Air" refrigeration system, patented in 1931, allowed controlled movement of a curtain of cooled air over the tops of open cases. This development led ultimately to the system used in today's supermarkets.

In 1952, Friedrich applied the Floating Air principle to room air conditioners. Distribution expanded, and in 1959, a line of heat/cool room air conditioners was introduced called the "TwinTemp" Heat Pumps.

The 1960s saw development of the Quiet-master series, a line that is still known for its energy efficiency.

Today, Friedrich room air conditioners are also manufactured by licensees in foreign countries, using Friedrich components, technical expertise and manufacturing standards.

**SPOTLIGHT**
Charles M. Marino,
vice president/marketing

"Consumers today are demanding quality products. They are willing to pay more for a product if it represents value. Dealers must have respected, quality brands on their floors if they are going to capitalize on this consumer trend. Selling up with a good, better, best approach allows a dealer to satisfy all levels of the retail market."

## FRIGIDAIRE-WCI

**300 Phillipi Rd.**
**Columbus, OH 43228**
**(614) 272-4100**
**(800) 451-7007**
*(Also see WCI Major Appliance Group)*

**OFFICERS**
Emmett P. McIntosh, vice president/ Frigidaire brand management

**PRODUCT LINES**
**Frigidaire:** Refrigerators/freezers, freezers, laundry, gas & electric ranges, built-in ovens and cooktops, microwave ovens, dishwashers, disposers, room air conditioners, dehumidifiers

**PROFILE**
The first Frigidaire self-contained electric household refrigerator, the Guardian, made its appearance in 1915. It had a solid oak cabinet and insulation made of dried seaweed. Freezer space consisted of slots for two ice trays, and the bulky unit had only nine cubic feet of storage space.

As early as 1921, General Motors, which produced Frigidaire, began a series of improvements that made the electric refrigerator safer, more economical and more dependable. Frigidaire's greatest contribution to the industry, however, was in the area of refrigerants.

Early chemical refrigerants used by all manufacturers were usually toxic; a leak could actually cause harm to persons who breathed the fumes. Often, refrigerators were placed outside the kitchen on the back porch, and hospitals generally could not use them.

In 1930, Frigidaire developed a non-toxic, non-flammable refrigerant known as Freon-12. Freon-12, the safest, most widely used refrigerant was offered to the industry in the early 1930s. It is still in use today.

Two of Frigidaire's contributions to the appliance industry are the 30-inch electric range, which is one of today's standards, and the "Sheer Look," introduced in 1957, which is still a popular design concept and considered to be one of the "One Hundred Great Product Ideas."

During 1979, White Consolidated Industries (WCI) negotiated the purchase of the Frigidaire Home Appliance Division from General Motors. As part of WCI, the Frigidaire became one of the brands included in the purchase of WCI by AB Electrolux of Sweden in 1986.

## GERALD INDUSTRIES INC.

**16390 NW 52nd Ave.**
**Hialeah, FL 33014**
**(305) 625-5550**

**OFFICERS**
Harvey Gerald, president; Tom O'Neal, vice president/marketing; Oscar Radillo, service manager

**PRODUCT LINES**
**Gerald:** Compact refrigerators, apartment-size refrigerators, compact freezers, full-size freezers, microwave ovens

**PROFILE**
Gerald Industries, a supplier of appliances, was incorporated November 30, 1977.

## GE CO.

**GE Appliances**
**Appliance Park**
**Louisville, KY 40225**
**(502) 452-4311**

**OFFICERS**
John F. Welch, Jr., chairman & CEO/GE; Roger W. Schipke, senior vice president & group executive/GE Appliances; T.E. Dunham, vice president & general manager/GE Appliances Production Division; J.C. Truscott, vice president & general manager/GE Appliances Technology Division; Bruce A. Enders, vice president & general manager/GE Appliances Marketing Division; Stephen J. O'Brien, vice president & general manager/sales and service operation; G.R. Cote, vice president & general manager/Consumer Services Division; J.T. Helwig, manager/GE Appliances finance & information services; Dan Jordan, general manager/primary cooking, microwave oven management operations; John Higgins, general manager/refrigeration and room air conditioning products; Stuart L. Dean, general manager/dishwasher and laundry products

**SALES**
GE Co. 1985 – $28.3 billion
1986 – $36.7 billion
GE Appliances 1985 – $3.62 billion
1986 – $4.1 billion

**EMPLOYEES**
GE Appliances ..... 13,000

**PRODUCT LINES**
**GE, Hotpoint, Monogram:** Refrigerator/freezers, electric & gas ranges, dishwashers, washers and dryers, microwave ovens, room air conditioners, dehumidifiers, disposers, compactors

**DISTRIBUTION**
**Sales Contact:** East: L.R. Johnston, general manager/sales & distribution. (502) 452-0452.
West: A.G. Myers, general manager/sales & distribution. (502) 452-3622.

**PROFILE**
The General Electric Company was founded in 1878 by Thomas Edison. Its involvement in the appliance business dates back to 1909, when the Hughes Range Company, later a GE unit, produced the first electric range. In 1927, the Monitor Top refrigerator was introduced by GE and was the first major appliance affordable to the masses.

Since then, the company has grown to offer a full line of major appliances under two major brands, GE and Hotpoint, which GE acquired in 1918 through a merger with two companies, Hotpoint and the Hughes Electric Co. The line of primary products includes refrigerators, ranges, dishwashers and washers and dryers. Other products include microwave ovens, room air conditioners, freezers, disposers and compactors.

GE recently introduced a new line of built-in appliances called Monogram, targeted specifically at the growing high-end custom kitchen remodeling market. The Monogram line of built-in refrigerators, wall ovens, cooktops, dishwashers and microwave ovens offers coordinated graphics and special design details.

GE's extensive resources in research and development as well as market research have enabled the company to create innovations that are today considered industry standards. For example, the self-cleaning oven, the through-the-door ice and water dispenser and the under-the-cabinet microwave oven were GE innovations.

GE has undertaken an extensive, long-range capital investment program to strengthen its position as a leader in high-quality, cost efficient appliance manufacturing. The company is investing over $1 billion in state-of-the-art factory automation, first evidenced by the completion of an automated dishwasher production facility in Louisville. A modernized refrigeration facility in Bloomington, IN, began producing the new SpaceCenter 27 side-by-side refrigerator in 1986, and most recently, GE spent $238 million to modernize its refrigeration manufacturing facilities in Louisville. Other facility modernization projects are underway.

1987 saw the start-up of GE Appliances' modernized topmount no-frost refrigeration production facility in Louisville, KY – a $235 million investment in factory automation and a key component of GE's $1 billion rolling five year investment plan.

Additionally, in March GE Appliances unveiled its Satisfaction Guaranteed program, becoming the first major appliance manufacturer to offer consumers a no questions asked, money-back or exchange option on new appliances purchased at retail.

GE broadened its entry into the gas range market, now two years old, with several new models in 1987.

**SPOTLIGHT**
Bruce A. Enders, Vice president & general manager/GE Appliances Marketing Division

"For the forthcoming year, GE appliance retailers should find themselves in a very positive position. They will be able to confidently offer consumers the broadest offering of high-quality GE appliances in history and pass that same confidence on to the consumer.

"Specifically, as we complete our refrigeration investment program, virtually every GE refrigerator in our line will have been improved and updated since 1984. The consistent quality which factory investments bring will directly benefit consumers.

"The dealer, after all, is able to offer the buyer of GE appliances a risk-free assurance of satisfaction. He or she can look the consumer in the eye and say, 'We are confident enough you will like this product that we'll stand behind that offer."

## GIBSON-WCI

**300 Phillipi Rd.**
**Columbus, OH 43228**
**(614) 272-4100, (800) 458-1445**
*(Also see WCI Major Appliance Group)*

**OFFICERS**
Carroll B. Wood, vice president/Gibson brand management

**PRODUCT LINES**
**Gibson:** Refrigerators/freezers, freezers, laundry, gas & electric ranges, dishwashers, room air conditioners, dehumidifiers

**DISTRIBUTION**
**Sales contact:** Carroll B. Wood, vice president/Gibson brand management. (614) 272-4456.

**PROFILE**
Gibson's heritage lies in 1877 when Joshua Hall came to Belding, MI with his three sons to manufacture ice boxes. Soon after, an Englishman named John L. Lewis, also in the refrigeration business, joined the Belding-Hall Co. Today, Lewis is credited with the introduction of air circulation in the refrigerator.

In 1908, Frank S. Gibson, Sr., a Greenville, MI merchant, purchased the Skinner-Steeman Furniture Factory in Greenville. Lewis joined the company to head up manufacturing of "ice refrigerators." The success of this factory led to Gibson interests eventually purchasing all of Belding-Hall.

The Gibson Refrigerator Co. began making electric refrigerators in 1931. Some of Gibson's firsts include the full-swing shelf, the moist chiller and the refrigerator interior light. Gibson started manufacture of electric ranges in 1939, and room air conditioners in 1952.

In 1956, Gibson became a division of Hupp Corp., and in 1967, Hupp was merged into WCI.

## GOLD CHEF

*(See Brown Stove Works)*

## GOLDSTAR ELECTRONICS INTERNATIONAL INC.

**1050 Wall St. West**
**Lyndhurst, NJ 07071**
**(201) 460-8870**

**OFFICERS**
Steve Chung, president; Bob Jang, executive vice president; Joseph Klein, vice president/marketing; Carolyn Stables, director/advertising & promotions

**SALES**
Goldstar Electronics Int'l. Inc.
1985 – $300 million
1986 – $400 million
1987 (proj.) – $420 million
1988 (proj.) – $450 million
The Lucky-Goldstar Group (parent company):
1987 – $13 billion

**EMPLOYEES**
Goldstar Electronics Int'l. ..... 16,000

**PRODUCT LINES**
Microwave ovens, humidifiers, dehumidifiers, room air conditioners and compact refrigerators.

**PROFILE**
The Seoul-based Goldstar Co. Ltd. is credited with having launched the Korean electronics industry in 1958 when it created the country's first radios. Soon after, the company began building consumer products such as refrigerators, washing machines, TV sets, electric fans, VCRs, tape recorders, stereo hi-fi equipment and microwave ovens, as well as industrial motors, pumps and other industrial equipment. Goldstar currently holds 50 percent of the consumer product market in Korea.

Goldstar first came to the United States in 1978, offering a line of color and black & white TVs. The company has since added a wide range of electronics products, including microwave ovens. Goldstar has also established factories in the U.S., with a color TV plant and a microwave oven facility now active in Huntsville, Alabama.

Goldstar Co. Ltd. is a subsidiary of the $13 billion worldwide conglomerate, The Lucky-Goldstar Group, with 29 major companies and 28 affiliates. The firm is involved with chemicals, energy, resources, construction, engineering, finance, electronics and telecommunications.

**SPOTLIGHT**
Steve Chung, President

"In 1988, dealers should be looking closely at higher-end, step-up models to maximize sales and profits in the major appliance market.

"The market for step-up replacement and secondary units continues to post impressive sales gains as consumers become more comfortable with using the ovens, and food companies continue to expand their line of microwave-specific products.

"Dealers should also keep a close eye on convection microwave sales, as initial consumer response has been very positive. What "turntable" was to 1986, "convection" will be to 1988.

## HARDWICK

**740 King Edward Ave.**
**Cleveland, TN 37311**
**(615) 472-3371**
*(Also see Maytag Corp.)*

**OFFICERS**
J. Hoyle Rymer, president; James E. O'Malley, director of marketing

**PRODUCT LINES**
**Hardwick:** Gas/electric ranges, gas/electric surface units and wall ovens

**PROFILE**
Hardwick was founded in 1879. It is the oldest continuous range manufacturer in the U.S. Hardwick's pioneering achievements include the development of continuous clean ovens in gas ranges in 1967. Hardwick is now part of the Magic Chef Co., a division of Maytag Corporation.

## HITACHI SALES CORP. OF AMERICA

**401 West Artesia Blvd.**
**Compton, CA 90220**
**(213) 537-8383**

**OFFICERS**
Y. Kobayashi, president; Irv Fulton, senior vice president; Terry Stein, vice president/sales; Bruce Shonegge, vice president/product management; Irv Lande, national sales manager/appliances

**SALES**
Hitachi (Japan) 1985 – $20.5 billion
1986 – $30 billion
Hitachi (America) – Not available

**EMPLOYEES**
Hitachi (worldwide) ..... 165,000

**PRODUCT LINES**
**Hitachi:** Microwave ovens

**DISTRIBUTION**
**Sales contact:** Terry Stein, vice president/sales. (213) 537-8383.

**PROFILE**
The Japanese parent company of Hitachi Sales Corp. of America was founded 76 years ago as a shop which specialized in the repair of electric machinery used in mining. The company takes its name from the fishing village of Hitachi located some 90 miles from Tokyo.

Today, Hitachi's business encompasses the fields of power systems and equipment including nuclear power plants, consumer products including consumer electronics, information and communication systems, computers, industrial machinery, electrical cable, and metals and chemicals. In Japan, the company's appliance products include room air conditioners, refrigeration, washers and dryers, microwave ovens, and others.

## HOTPOINT

*(See GE Co.)*

## IMPERIAL

*(See Brown Stove Works)*

## JENN-AIR COMPANY

**3035 N. Shadeland**
**Indianapolis, IN 46226-0901**
**(317) 545-2271**
*(Also see Maytag Co.)*

**OFFICERS**
Donald M. Lorton, president; Claude A. Paten, vice president/marketing; William J. Ziegele, vice president/finance and controller; Fred K. Tucker, vice president/operations

**EMPLOYEES**
Jenn-Air ..... 700

**PRODUCT LINES**
**Jenn-Air:** Electric grill-ranges and cooktops, gas grill-range cooktops, grill-range accessories, wall ovens, microwave ovens, food waste disposers, dishwashers, compactors, refrigerators, freezers, wine cellars

**DISTRIBUTION**
**Sales contacts:** Jerry K. Rinehart, director/sales; Dwight E. Stanfield, director/marketing services. (317) 545-2271.

**PROFILE**
The Jenn-Air Products Co. was founded in Indianapolis in 1947 by inventor Louis J. Jenn, as a manufacturer of industrial ventilation equipment.

In 1961, Jenn-Air entered the home appliance field. It produced the first residential range featuring a built-in ventilation system that vented cooking fumes outdoors. An eye-level double oven installed over the range also ventilated to the outside. These first two appliances built by Jenn-Air won the "Best Design of a Consumer Product" award by the American Iron and Steel Corp.

In 1965, the company became the Jenn-Air Corp. That year, Jenn-Air also introduced the first surface-ventilated range. Using an exhaust at the surface of the range increased the fume "capture velocity" nine times over that of a similarly powered overhead exhaust system located further from the cooktop. The first surface-ventilated electric grill cooktop and range were brought out in 1967. Other innovations followed, including the first induction convertible plug-in cooktop grill-range in 1983.

In 1975, Jenn-Air spun off its commercial and industrial products division into Jenn Industries Inc., a subsidiary of Jenn-Air.

In January 1979, Jenn-Air was merged into Carrier Corp.; in June, Carrier was merged into United Technologies Corp. In June 1982, Maytag Co. purchased Jenn-Air and Jenn Industries from Carrier.

**SPOTLIGHT**
Claude A. Paten, vice president/marketing

"Dealing with the new generation of consumers – the sharpest ever – has made educators out of both manufacturers like Jenn-Air and successful appliance dealers.

"Shoppers who grew up with television learned young the difference between a sales pitch and solid information. It's the information – the education – the show-and-tell they demand when they go shopping.

"You know these customers – they've checked the ads, read consumer guides, talked with their friends and are pretty sure they know what they want. But it is up to the dealer and his staff to bring ad copy and photos to life and to sort out the information from consumer guides and friends.

## KELVINATOR-WCI

**300 Phillipi Rd.**
**Columbus, OH 43228**
**(614) 272-4100; (800) 323-7773**
*(Also see WCI Major Appliance Group)*

**OFFICERS**
Richard J. Conklin, vice president/Kelvinator brand management

**PRODUCT LINES**
**Kelvinator:** Refrigerators/freezers, freezers, laundry, electric ranges, dishwashers, room air conditioners, dehumidifiers

**DISTRIBUTION**
**Sales contact:** Richard J. Conklin, vice president/Kelvinator brand management. (614) 272-4740.

**PROFILE**
Kelvinator traces its origins back to 1881 when Charles H. Leonard, scion of the founder of a renowned Grand Rapids, MI furniture manufacturer, designed and began to manufacture a "cleanable" icebox with removable shelves. His firm was known as the Leonard Refrigerator Co. and became known for its shelving and high quality cabinets.

In 1914, in nearby Detroit, a Buick Automobile Co. executive named Arnold Goss provided backing for an electric refrigerating system designed by Nathaniel Wales. Wales started the Electro-Automatic Refrigerating Co. He chose Leonard's cabinets to house his system. Wales renamed the company Kelvinator in 1916, in honor of the noted British physicist Lord Kelvin, who, among other achievements, developed an absolute scale of temperature.

During the Great Depression, Kelvinator sought stability by merging with the Nash Motor Co. in 1937. The firm was renamed Nash-Kelvinator.

In 1939, the company developed the industry's first refrigerator with an "across the top" freezer. It was followed, after the war years, with the first two-door refrigerator with two cold-zones, and then, the first full-length refrigerator.

Nash-Kelvinator made a move into laundry equipment in 1952 with the purchase of Altorfer Bros. Co. Two years later, in an effort to remain a viable auto-maker, the company merged with Hudson Motor Co. The new firm was called American Motors Corp., and Kelvinator became a separate division.

In the following years, Kelvinator continued to innovate, introducing the first side-by-side refrigerator in 1955.

American Motors placed Kelvinator up for sale in 1967 after deciding to focus its resources on cars. The eventual buyer was WCI.

# LISTINGS

## KITCHENAID INC.

**Administrative Center**
**701 Main St.**
**St. Joseph, MI 49085-1392**
**(616) 982-4500**
*(Also see Whirlpool Corp.)*

**OFFICERS**
Kenneth W. Kaminski, president; Brian Walker, division vice president/merchandising; Glenn L. Zerler, division vice president/sales and distribution; Charles Evans, division vice president/marketing and sales – portables

**EMPLOYEES**
KitchenAid (administrative) ..... 247

**PRODUCT LINES**
**KitchenAid:** Dishwashers, electric/gas ovens, built-in electric ovens, microwave ovens, combo microwave/self-cleaning ovens, combo microwave-convection/self-cleaning ovens, combo thermal-convection/self-cleaning ovens, refrigerators, freezers, trash compactors, food waste disposers, washers, dryers, ice makers, instant hot water dispensers.

**PROFILE**
The KitchenAid trade name began in 1919 with the introduction of the home mixer. Developed by Troy Metal Products Co. of Troy, Ohio, a subsidiary of Hobart Corp., that product was based on Hobart's first successful commercial mixer. The KitchenAid name was created by the wife of one of the executives working the project who, serving as a product tester, called it "the best kitchen aid" she'd ever used.

In 1924, KitchenAid Manufacturing Co. became a subsidiary of Hobart. It was purchased by a group of investors in the early 1930s, and reacquired by Hobart in 1936.

In 1949, KitchenAid introduced its first home dishwasher, which marked the company's entry into the major home appliance field.

Additional product introductions followed. Food waste disposers and Instant Hot Water Dispensers were added to the line after the 1966 acquisition of the Plumbing Equipment Division of the National Rubber Machinery Corp. KitchenAid trash compactors were introduced in 1972.

In 1983, the company took a major step to broaden its product line by acquiring the Chambers Corp. of Oxford, Mississippi, a major manufacturer of premium quality built-in cooking equipment. This allowed KitchenAid to introduce a full line of ovens and cooktops including the convection microwave/thermal oven combination.

In February 1986, KitchenAid became a division of Whirlpool Corp., and in August, the administrative, sales, and marketing operations moved to the newly refurbished Washington School building in St. Joseph, Michigan. Other administrative offices remain in Dayton, Ohio.

**SPOTLIGHT**
Kenneth W. Kaminski, president

"Retailers can maximize profits by selling better featured, higher-end product. The retailer who offers a full-line of KitchenAid appliances, displays them properly, has a trained staff to emphasize the key features, quality and value they represent to the consumer, should realize the difference between just sales and 'profitable' sales."

## LITTON

**4450 Mendenhall Rd. South**
**Memphis, TN 38101-9990**
**P.O. Box 1976**
**Memphis, TN 38101-9990**
**(901) 366-3000**

**OFFICERS**
Wayne Bledsoe, president; Howard Bonner, vice president/engineering; Gary Pearson, vice president/finance and administration; Sid Hose, vice president/marketing and sales; Edward J. Ward, vice president/consumer sales

**EMPLOYEES**
Litton ..... 1,200

**PRODUCT LINES**
**Litton:** Microwave ovens, built-in ovens, microwave accessories

## MAGIC CHEF CO.

**740 King Edward Ave.**
**Cleveland, TN 37311**
**(615) 472-3371**
*(Also see Maytag Corp.)*

**OFFICERS**
J. Hoyle Rymer, president/Magic Chef Co.; Mike McDavitt, senior vice president/marketing and sales

**EMPLOYEES**
Magic Chef Co. ..... 2,900

**PRODUCT LINES**
**Magic Chef:** Refrigerators, freezers, compact refrigerators, dishwashers, microwave ovens, gas/electric ranges, gas/electric built-in cooktops, built-in wall ovens, waste disposers, trash compactors, residential washers/dryers, dehumidifiers, recreational vehicle ranges, vent hoods

**PROFILE**
Magic Chef Company, headquartered in Cleveland, Tennessee, is a division of Maytag Corporation, ranked number four in the U.S. in the production of major kitchen appliances and laundry equipment. Magic Chef produces gas and electric ranges in Cleveland, TN and microwave ovens in Anniston, Alabama.

Magic Chef was founded in 1916 as the Dixie Foundry Company. The company acquired certain assets and the brand name of Magic Chef in 1958, and changed its name to Magic Chef, Inc. in 1960. It became a publicly held corporation on the New York Stock Exchange in 1970.

In the 1950s, Magic Chef purchased Gaffers & Sattler, a manufacturer of ranges based on the West Coast. In 1979, Magic Chef acquired Norge and Admiral Home Appliances. Magic Chef, Inc. was acquired by Maytag Corporation on May 30, 1986.

**SPOTLIGHT**
J. Hoyle Rymer, president/Magic Chef

"Magic Chef's selective distribution, products, promotions and pricing can help retailers maximize sales and profits. Some brands are all over town. It is easy for consumers to shop and find the best deals. Retailers find themselves having to cut prices and reduce profits to close the sale. With Magic Chef's selective distribution, retailers don't have to share the market with countless other dealers."

## MAYTAG CORP.

**Newton, IA 50208. (515) 792-7000**

**OFFICERS**
Leonard A. Hadley, president; Ralph L. Nunn, vice president/marketing; Richard J. Haines, assistant vice president/marketing; Carl R. Moe, general sales manager

**EMPLOYEES**
Maytag Co. ..... 3,700

**PRODUCT LINES**
**Maytag:** Washers/dryers, dishwashers, disposers, gas/electric ranges, wall ovens, cooktops, microwave ovens

**PROFILE**
Maytag was founded in Newton, IA, in 1893 by F.L. Maytag and three other men. Maytag originally was a manufacturer of farm equipment and attachments.

A wood-tub clothes washer was introduced in 1907 to solve seasonal slumps in farm equipment sales as well as to fill the need for a home washing machine. Improvements in the wood-tub washer in subsequent years, and the development of an aluminum-tub washer, moved Maytag out of the farm equipment business and into appliances exclusively.

Maytag now markets dishwashers, food waste disposers and cooking products in addition to laundry equipment.

Maytag's offices and two manufacturing facilities are located in Newton. A component parts manufacturing plant is located in Jefferson City, MO. About 3,700 people are employed, including nearly 500 employees in the field throughout the United States and Canada.

Maytag Company, a division of Maytag Corporation, is headed by Leonard A. Hadley and includes Jenn-Air and Jenn Industries.

**SPOTLIGHT**
Leonard A. Hadley, president

"1988 will see Maytag Company continuing to expand product lines as we ready ourselves to become a full-line supplier of quality major appliances.

"With many of the record numbers of appliances purchased during the 1970s now ready for replacement, we are witnessing ever increasing strength in this vast segment of the appliance market. The willingness of the upscale consumer to step up to Maytag has been very favorable for us."

## MAYTAG CO.

**Newton, IA 50208. (515) 792-8000**

**OFFICERS**
Daniel J. Krumm, chairman, CEO; Jerry A. Schiller, chief financial officer

**EMPLOYEES**
Maytag Corp. ..... 13,300

**PROFILE**
With corporate headquarters in Newton, Iowa, Maytag Corp. is composed of three major appliance divisions: Maytag Co., Admiral, and Magic Chef. These three divisions are comprised of the Admiral, Hardwick, Jenn-Air, Magic Chef, Maytag, Norge, and Warwick brands.

Maytag Co. and Magic Chef merged on May 30, 1986.

**SPOTLIGHT**
Daniel J. Krumm, chairman and CEO

"While the appliance industry has experienced a number of mergers and acquisitions in recent years, this does not mean a reduction of brand names or product lines. In most cases, and certainly with Maytag Corp., the intent is to preserve and maintain brand integrity.

"For the retailer this means stronger and more complete product lines. There will be new merchandising opportunities to reach more customers in the marketplace.

## MIELE APPLIANCES INC.

**22D Worlds Fair Drive**
**Somerset, NJ 08873**
**(201) 560-0899**

**OFFICERS**
Charles Seibert, vice president

**PRODUCT LINES**
**Miele:** Ovens, electric cooktops, ceramic cooktops, modular cooking systems, dishwashers, clothes washers, tumble dryers, vacuum cleaners

**PROFILE**
Miele is recognized worldwide as a pioneer for building and perfecting appliances for nearly a century. Founded in 1899 in West Germany, Miele has introduced several innovations to enhance the design and performance capabilities of all types of household and commercial appliances. From its first butter churns of the last century to today's dishwashers with microcomputer programming, Miele has remained at the technological forefront of the industry.

Recent technological breakthroughs include in the 1960s the discovery of new enameling tecnniques which ensure Miele appliances look new even after years of use. In 1969, Miele developed the completely fitted kitchen, and soon after, introduced the first dishwasher with foam soundproofing between the wash cabinet and outer casing.

In the last decade, Miele has produced further enhancements to its product lines by producing washers and dryers with spin speeds of 1,200 r.p.m. and with even greater energy and detergent efficiency. Additionally, Miele researched, designed and built the first electronically controlled washing machines, tumble dryers and dishwashers in Europe.

Headquartered in Gutersloh, West Germany, Miele operates five large factories throughout Europe employing some 12,000 people. The company maintains sales and marketing operations in Europe, the United States, Australia and over 20 nations around the world.

Miele entered the U.S. market in 1983 with its vacuum cleaner line in the Northeast. With steady growth and distribution, Miele now markets its major appliances as well as vacuum cleaners in most major markets throughout the U.S.

In June of this year, Miele announced record sales of $1.19 billion worldwide which was a 6.6 percent increase over the previous year of $1.12 billion. This increase permits the company to expand further into international markets.

**SPOTLIGHT**
Charles Seibert, vice president

"As the American marketplace becomes more and more competitive, it is necessary for the retailer to change his marketing philosophy. The retailer cannot be all things to all people. By carving out a special niche, targeting marketing efforts to a select clientele, and selling products with potential for higher profit margins, helps the retailer maximize profits and sales."

## MODERN MAID CO.

**A Division of Caloric Corp.**
**403 North Main St., Topton, PA**
**19562-1499. (215) 682-4211**

**OFFICERS**
David E. Dolak, president; Edward J. Herrelko II, executive vice president; Edward W. Smith, Jr., vice president/national sales manager

**PRODUCT LINES**
**Modern Maid:** Gas/electric built-in wall ovens, built-in combination ovens, cooktops, ranges, Cook-N-Clean Centers, dish-

washers, compactors, disposers, built-in toasters

**PROFILE**

The origin of Modern Maid Co. traces back to 1904 with the founding of the Tennessee Stove Works by J.L. Caldwell. Its product line included coal and wood burning ranges and heaters. In the 1930s the company introduced its first gas range. Its line of kitchen appliances developed rapidly throughout the 1940s, and in the early 1950s, it entered the free-standing electric range field. By the mid-1950s, the company concentrated its full efforts toward the built-in appliance market.

In 1972, the company merged with McGraw Edison, and in 1978 became the Kitchen Appliance Division of that company. Modern Maid remained as the brand name.

In 1981, the division was sold to Raytheon Co., and became part of Caloric Corp. Modern Maid headquarters moved from Chattanooga to Topton, Pennsylvania.

Modern Maid introduced the industry's first gas double wall oven in 1964, "slo cook" in 1977, and push/turn child-safe built-in knobs in 1975.

Today, Modern Maid has four industry exclusive products in its line: the built-in toaster, introduced in 1960; the Cook-N-Clean, which combines in 30 inches of space an eye-level bake/broil oven, a cooktop, and dishwasher, introduced in 1968; the gas downdraft cooktop, introduced in 1980; and the touch Tri-Mode microprocessor controlled combination microwave/electric wall oven, introduced in 1985.

**SPOTLIGHT**

David E. Dolak, president

"The high end, built-in segment of the industry continues to grow as a significant profit center for an increasingly larger number of major appliance dealers.

"To be successful in the high end, the dealer must make certain adjustments to the way he normally displays and sells major appliances. However, the larger revenues and profits generated by high end built-ins more than make up for any adjustments a dealer must make on space and staff time."

## MONOGRAM

*(See GE Co.)*

## NATIONAL

*(See Brown Stove Works)*

## NORGE

*(See Admiral)*

## O'KEEFE & MERRITT-WCI

*(See Tappan-WCI)*

## PANASONIC CO.

**One Panasonic Way**
**Secaucus, NJ 07094**
**(201) 348-7000**
*(Also see Quasar)*

**OFFICERS**

Kiyoshi Seki, president; Henry Yamanaka, executive vice president, CEO; Ralph Wolfe, senior vice president/sales and marketing; Steve Asada, senior vice president/merchandising-corporate planning; Maurice Guiheen, vice president, group general manager/home appliance group

**SALES**

Matsushita Elec. Ind. Co., Ltd.:
1985 – $24.9 billion
1986 – $28 billion
Panasonic: Not available

**EMPLOYEES**

Matsushita Elec. Ind. Co., Ltd. ..... 135,800

**PRODUCT LINES**

**Panasonic:** Compact refrigerators, air conditioners, portable laundry, microwave ovens

**DISTRIBUTION**

**Sales contacts:** Ian Brydon, national sales manager/major appliances; Bob Falzone, national sales manager/small appliances. (201) 348-7000.

**PROFILE**

Matsushita Electric Industrial Co., Ltd. of Japan formally incorporated Matsushita Electric Corp. of America in 1959. Before establishing this U.S. arm, the company had been selling Matsushita product here on a limited basis, through a joint venture with the Imperial Knife Co. called MACO Electronic Corp. MACO's business was in private brand transistor and tube radios.

Matsushita's new American subsidiary quickly purchased all franchise and distribution rights from MACO, dissolving the joint venture. Coming along to help launch the new venture was Bud Fujii, the Matsushita representative at MACO, and Ray Gates, an American hired by Imperial Knife to work with Fujii handling distribution of Matsushita product. Gates, along with Fujii and "Morey" Matsumoto, are credited with helping to establish an orderly distribution system that became a chief factor in the company's rapid success.

The Panasonic brand name used for the company's products was taken from a high fidelity loudspeaker, model 8P-W1, which was marketed from 1956 through a New York distributor.

The parent company in Japan was founded in 1918 by Konosuke Matsushita who, with two employees, set out to produce an electric plug adapter he had designed. It has grown into one of the world's largest industrial corporations. Today, Matsushita products are sold in more than 130 countries under the brand names National, Panasonic, Technics, Quasar and JVC. In addition to its consumer products, Matsushita manufactures a wide range of industrial electronics and machinery.

## PAYNE

*(See Carrier Corp.)*

## PORTLAND

*(See Daewoo Electronics Corp.)*

## QUASAR CO.

**1325 Pratt Boulevard**
**Elk Grove Village, IL 60007**
**(312) 228-6366**

**OFFICERS**

F. Jack Pluckhan, president; Keith Nishikawa, executive vice president; Wallace A. Fraser, III, general manager/marketing

**SALES**

Matsushita Elec. Ind. Co. Ltd.
1985 – $24.9 billion
1986 – $28.1 billion
Quasar: Not available

**EMPLOYEES**

Matsuhita Elec. Ind. Co. Ltd ..... 134,000
Quasar ..... 160

**PRODUCT LINES**

**Quasar:** Microwave ovens, microwave/convection ovens, refrigerators, air conditioners

**DISTRIBUTION**

**Sales contact:** Wallace A. Fraser, III, general manager/marketing. (312) 228-6366.

**PROFILE**

Quasar was formed in May of 1974 when Japan-based Matsushita Electric Industrial Co. Ltd., one of the world's largest consumer electronics companies, purchased the Consumer Products Division of Motorola Inc.

In the intervening years, Quasar Co. has established itself as a marketer of color, projection and black-and-white television; video cassette recording equipment; portable audio and home entertainment systems; microwave/convection ovens; compact refrigerators; and room air conditioners.

**SPOTLIGHT**

F. Jack Pluckhan, president

"After a period of difficulty brought about by our restructuring and down-sizing, Quasar is now once again a very healthy company and is quickly regaining its market position. A decentralization of our sales organization has improved the communications and services available to our dealers through our independent distributors and our direct salesforce all operating under our five zone locations."

## RANGAIRE CORP.

**501 S. Wilhite**
**P.O. Box 177**
**Cleburne, TX 76031**
**(817) 645-9111**

**OFFICERS**

R.E. Roberts, chairman, CEO; J.M. Hill, president, chief operating officer; Vernon A. Beene, executive vice president/manufacturing; J.W. Browder, vice president/marketing; Benny G. Falcon, national sales manager

**SALES**

1985 – $76.9 million
1986 – $79.9 million
1987 – $80.9 million

**EMPLOYEES**

Rangaire Corp. ..... 865

**PRODUCT LINES**

**Rangaire:** Range hoods, exhaust fans, compact refrigerators, compact freezers, beer coolers, induction cooktops

**PROFILE**

Rangaire was incorporated in 1950 and is engaged in three separate and distinct businesses: home appliances, production and sale of limestone and lime products, and general building contracting.

## RAYTHEON CO.

**141 Spring St.**
**Lexington, MA 02173**
**(617) 860-2414**

**OFFICERS**

Thomas L. Phillips, chairman and chief executive; Charles W. Schmidt, senior vice president/appliances

**SALES**

1985 – $6.4 billion
1986 – $7.3 billion
Raytheon Appliance Group (Includes Amana, Caloric Corp./Modern Maid, Speed Queen): 1985 – $785 million
1986 – $876 million

**EMPLOYEES**

Raytheon (worldwide) ..... 76,000

**PROFILE**

Raytheon Co. is active in electronics, aviation, appliances, energy, construction and publishing. The company ranks number 48 in the Fortune 500 listing of the nation's largest industrial firms. It also ranks seventh among prime contractors to the Department of Defense.

Founded in Cambridge, MA in 1922, the company adopted the Raytheon name in 1925. Its first products were radio tubes. Later, Raytheon became an important supplier of radar equipment for the government during World War II. By 1964, the firm was ready to embark on a diversification program to balance the sales of its government electronics business, which led it to appliances and other industries. Today, Raytheon has five groups which embrace 10 divisions and 12 major operating subsidiaries, with more than 80 plants and laboratories in 26 states.

In appliances, Raytheon is one of the nation's five largest producers. The company's subsidiaries are Amana Refrigeration, Caloric Corp., Modern Maid Co., and the Speed Queen Co.

Among many notable achievements in the company's history, most significant in the appliance field was the first application of microwave energy to the heating of food. Raytheon invented and commercially introduced the first microwave oven, under the trademark "Radarange."

## ROPER CORP.

**931 Broad St.**
**Augusta, GA 30901**
**(404) 724-0822**

**OFFICERS**

Robert E. Cook, president, CEO; Wayne L. Harris, vice president, president/Roper Sales Corp.; Jerry Cope, vice president/sales & marketing

**SALES**

Roper Corp.: 1985 – $521 million
1986 – $568 million
1987 – $703 million
Kitchen appliances only:
1985 – $199 million
1986 – $234 million
1987 – $285 million

**EMPLOYEES**

Roper Corp. ..... 5,000

**PRODUCT LINES**

**Roper:** Gas/electric ranges, gas/electric double oven ranges, gas/electric cooktops, microwave ovens, dishwashers, refrigerators, disposers, compactors, hoods

**DISTRIBUTION**

**Sales Contact:** Call (800) 237-6737 for ordering or product information.

**PROFILE**

Roper was founded in 1874 as a producer of kerosene stoves. Today, Roper Corp. is a major manufacturer of cooking appliances and outdoor power equipment such as lawn tractors and lawnmowers.

Among the innovations Roper has developed are the automatic clock control for oven cooking (pioneered in 1931), a low temperature oven designed to hold at 250

degrees (1937), a giant "Rocket-speed" burner (1956), and the gas self-cleaning range (1968).

The company supplies products under its own brand name as well as under private labels. A key customer is Sears, Roebuck and Co., which purchases appliances and outdoor equipment. According to Roper's annual financial report, Sears accounted for 75.9 percent of sales in fiscal 1987.

## SAMPO CORP. OF AMERICA

**5550 Peachtree Industrial Blvd.**
**Norcross, GA 30071**
**(404) 449-6220**

**OFFICERS**
Jung Ko, president; Fred Lin, director of marketing/sales

**PRODUCT LINES**
Microwave ovens (Sampo appliances are marketed in this country on an OEM private label basis.)

**PROFILE**
Sampo Corp. was launched in 1976 to market the products of its Taiwan-based parent. Sampo in Taiwan was founded in 1936 by M.P. Chen as a supplier of communications equipment.

## SAMSUNG ELECTRONICS AMERICA

**301 Mayhill Street**
**Saddle Brook, NJ 07662**
**(201) 587-9600**

**SALES**
Samsung Electronics America:
1985 – $650 million
1986 – $750 million
1987 (est.) – $1 billion

**EMPLOYEES**
Samsung Electronics Corp. (Seoul, Korea) ..... 18,000
Samsung Electronics America ..... 400

**PRODUCT LINES**
**Samsung:** Microwave ovens, compact refrigerators, humidifiers/dehumidifiers

**DISTRIBUTION**
Samsung distributes through independent manufacturers representatives to independent retailers, TV/appliance dealers and chain stores.
**Sales contact:** Call (800) 255-2550.

**PROFILE**
Samsung Electronics America Inc. (SEA), headquartered in Saddle Brook, New Jersey, was established in 1978 as part of Samsung Electronics Corporation, which is based in Seoul, Korea. SEA is headquarters for the eastern zone, national sales, marketing, advertising, credit, warranty, service, parts and national traffic offices.

As part of the company's commitment to the U.S. market, Samsung has opened a new 260,000 square-foot manufacturing plant in Roxbury, NJ.

In addition to Samsung's line of compact refrigerators and microwave ovens, Samsung offers a line of products including televisions, VCRs and portable radios and cassette players. In the U.S., Samsung's more than 60 products can be found in department stores, discount stores, catalog showrooms and electronic specialty shops throughout the country.

In support of this line of products, Samsung's creative strategy has involved the establishment of the Samsung brand as a quality name within the U.S. market. In an effort to achieve this goal, SEA advertising has covered most major U.S. markets with either broadcast, print or outdoor advertising.

## SANYO FISHER CO. OF AMERICA

**Appliance Division**
**200 Riser Road**
**Little Ferry, NJ 07643**
**(201) 641-2333**

**OFFICERS**
Nobuhiro Arimoto, president; Teruaki Suwa, senior vice president; Patricia Rienzi, vice president/sales; Paul Connelly, national sales manager/small appliances; Steven Sherman, national sales manager/major appliances

**SALES**
Sanyo Electric Co. Ltd. (Japan):
1987 – $8 billion
Sanyo Fisher Co. of America:
Not available

**EMPLOYEES**
Sanyo (worldwide) ..... 70,000

**PRODUCT LINES**
**Sanyo:** Refrigerators, freezers, washers, dryers, room air conditioners, vacuums, microwave ovens

**PROFILE**
Sanyo Fisher Co. of America, the representative sales company of Sanyo brand products in the U.S., was established in 1961. It is one of the subsidiaries of Sanyo Electric Co. Ltd., one of the largest electronics companies in the world, with headquarters in Japan and more than 73 overseas companies.

Sanyo's sales divisions mainly cover two categories: consumer electronics, including VCRs, audio systems, color TVs and others, and home appliances, including microwave ovens, refrigerators, air conditioners, laundry and small household goods.

The company has two manufacturing affiliates in the U.S. Sanyo Manufacturing Corp. in Forrest City, AK, produces color TVs and microwave ovens. Sanyo E & E Corp., with plants in San Diego, CA and Richmond, IN, manufactures refrigerators. Sanyo also owns Fisher Corp. in Chatsworth, CA, which manufactures speaker components and sells audio and video equipment.

## SHARP ELECTRONICS CORP.

**Sharp Plaza,**
**Mahwah, NJ 07430**
**(201) 529-8200**

**OFFICERS**
T. Mitsuda, chairman; S. Hirooka, president; O.P. (Perry) Clay, general manager/appliance division; Mike Williamson, appliance division national sales manager;

**SALES**
Sharp Electronics Corp. (U.S.A.)
1985 – $1.2 billion
1986 – $1.4 billion
1987 – $1.6 billion

**EMPLOYEES**
Sharp (U.S.A.) ..... 2,000

**PRODUCT LINES**
**Sharp:** Air conditioners, microwave ovens

**DISTRIBUTION**
**Sales contact:** Mike Williamson, appliance division national sales manager. (201) 529-8200.

**PROFILE**
Sharp Electronics Corp., the U.S. subsidiary of Japan's Sharp Corp., markets more than 30 different lines of appliances, consumer electronics, industrial and office products from its headquarters in Mahwah, New Jersey. In total, some 500 products carry the Sharp brand name in the U.S.

Sharp Corp. has its roots in a metal works operated by Tokuji Hayakawa starting in 1912. In 1915, Hayakawa invented a mechanical pencil named the Ever-Sharp Pencil, from which he took the name of the company he founded. Later, in 1925, Sharp moved into electronics, producing crystal radio sets.

Today, the company's products are sold in 135 countries. Sharp has 34 manufacturing facilities in 29 countries.

## SPEED QUEEN CO.

**P.O Box 990, Shepard St.,**
**Ripon, WI 54971-0990**
**(414) 748-3121**
*(Also see Raytheon Corp.)*

**OFFICERS**
Thomas D. Hall, Sr., president and CEO; Jeff Brothers, vice president/home laundry sales; Thomas S. Kaczmarek, vice president/marketing; Roger Able, national sales manager/distributor sales; Richard Lynch, sales manager/direct operations

**EMPLOYEES**
Speed Queen ..... 1,800

**PRODUCT LINES**
**Speed Queen** Home washers, home dryers, commercial washers, commercial dryers

**PROFILE**
The history of Speed Queen begins in 1908 in Ripon, Wisconsin. Two Ripon hardware merchants, Joe Barlow and John Seelig, established the Barlow & Seelig Manufacturing Co. to introduce a hand-operated washer called "The White Cloud." At a price to retailers of $96 per bakers dozen – 13 machines for the price of 12 – success was immediate. The company made an impressive $20,000 profit in its first year.

By 1911, Barlow & Seelig introduced its first washer powered by an electric motor. Four years later in 1919, the founders saw a record sales year attributable to its exclusive vacuum washing principle, which created more water action than other washers of the day.

Other innovations followed, including the first stainless steel washer tub, a well-known feature that continues as an industry exclusive on U.S. built top-loading agitator washers.

In 1928, Barlow & Seelig introduced a new machine christened "Speed Queen" which became the brand name for all company products. In 1949, Barlow & Seelig Manufacturing Co. was renamed Speed Queen Corp. Seven years later in 1956, Speed Queen merged with McGraw Electric Co., which the same year merged with Thomas A. Edison Inc. and Speed Queen became a division of McGraw-Edison Co.

The first Speed Queen automatic clothes dryer was made in 1952 and the first automatic washer followed in 1953. In 1971, Speed Queen opened a new plant in Searcy, AK for the manufacture of home dryers.

In the Fall of 1979, Speed Queen Co. began operating as a subsidiary of the Raytheon Co., which is headquartered in Lexington, Massachusetts.

## SUB ZERO FREEZER CO.

**P.O. Box 4130**
**Madison, WI 53711**
**(608) 271-2233**

**PROFILE**
Sub Zero is considered a leading supplier of high-end residential refrigeration equipment.

## SUNRAY/GLENWOOD

*(See Caloric Corp.)*

## TAPPAN-WCI

**300 Phillipi Road**
**Columbus, OH 43228**
**(614) 272-4100; (800) 537-5530**
*(Also see WCI Major Appliance Group)*

**OFFICERS**
Romano E. Conti, vice president/Tappan, O'Keefe & Merritt, Vesta brand management


## LEGAL NOTICE

**To Whom It May Concern:**

Attention: Lincoln Savings Bank Tellers' Checks drawn on Federal Home Loan Bank, numbers 14-0021459 through 14-0021462, 14-0025901 through 14-0026000, 06-0034826 through 06-0034850, and Money Orders also drawn on Federal Home Loan Bank, numbers 14-1018013, 14-1018132 through 14-1018135, 14-1018148 through 14-1018149, 14-1018197 through 14-1018199, 14-1018658, 14-1018701 through 14-1018704, 14-1019087 through 14-1019088, 14-1019089, 14-1019146 through 14-1019147, 14-1019095, 14-1019127, 14-1019132, 14-1019172, 14-1019168 have been stolen from the bank. These Tellers' Checks and Money Orders will not be honored by The Lincoln Savings Bank under any circumstances and any use of these Tellers' Checks and Money Orders is unauthorized.

**PRODUCT LINES**

**Tappan:** Refrigerator/freezers, laundry, gas & electric ranges, gas & electric ovens and cooktops, microwave ovens, disposers, dishwashers

**O'Keefe & Merritt:** Refrigerator/freezers, gas & electric ranges, gas & electric ovens and cooktops, microwave ovens, disposers, dishwashers

**Vesta:** Gas & electric ranges

**DISTRIBUTION**

**Sales contact:** Romano E. Conti, vice president/Tappan, O'Keefe & Merritt, Vesta brand management. (614) 272-4412.

**PROFILE**

W.I. (Bill) Tappan set out selling cast iron stoves and heaters door to door from a horse-drawn wagon in 1881. The original company was known as the Ohio Valley Foundry Co. That name was changed in 1889 to the Eclipse Stove Co., after Tappan participated in a government excursion to view a total eclipse. When an Eclipse competitor came on the scene, management of the two companies met, formed a union, and called the new entity the Tappan Stove Co.

Tappan participated in manufacture of military equipment for both World Wars. Before and after, the company distinguished itself with developments such as the first use of insulation around an oven to retain heat and keep kitchens cooler. It also was first to produce a unit with all-rounded corners, and the first with an all-porcelain-enameled range. The first oven-door window was brought out by Tappan.

In 1948, Tappan produced its first electric ranges and also launched an expansion program that would soon see it purchase O'Keefe & Merritt Co., a major West Coast producer of ranges. Soon after, in the 1950s, Tappan developed a microwave oven.

Further diversification led to other kitchen products in the sixties, including dishwashers, disposers, refrigerators, freezers and ventilating hoods. Kemper, the first of four kitchen cabinet companies, was also purchased.

In 1979, Tappan became associated with AB Electrolux, which later purchased White Consolidated Industries, of which Tappan is now a division.


# Pick, pick, pick!

**Pick the CES® Workshops of greatest importance to you, and plan to attend the industry's most authoritative discussions on new products, new marketing, merchandising and management ideas.**

**1988 Winter CES Workshops Schedule of Events**

IAS - Issues and Answers Series
PMMS - Product Marketing and Merchandising Series
MS - Management Series

THURSDAY, JANUARY 7

**9:00am - 10:00am**
☑ **CES Opening Session: "Outlook '88"**
Sponsored by the EIA/Consumer Electronics Group
Keynote Speakers:
**The National Outlook:** David R. Gergen, Editor, US News & World Report
**The Industry Outlook:** Frank Myers President, Arvin Electronics and EIA/CEG Industry Vice President

**10:00am - 6:00pm**
☑ CES Exhibits Open

**11:00am - 12noon**
☐ Blank Tape: Merchandising the New Formats (PMMS)
Moderator: Bob Ankosko, MART

**11:00am - 12noon**
☐ Educating the Consumer through Promotions, Special Events and PR (MS)
Moderator: Michael Carpenter, Adweek

**11:00am - 12noon**
☐ The Impact of Wall Street (MS)
Moderator: Tony Seideman, Home Viewer

**12:30pm - 1:30pm**
☐ Computer Hardware: The Right Language for Marketing PC's (PMMS)
Speaker: Allen Yale Harris

**1:00pm - 2:30pm**
☐ Telephones and TADs: Approaches to the Dilemma of Product Selection (PMMS)
Moderator: Tony Lisanti, Discount Store News

**1:00pm - 2:30pm**
☐ Sales Training (MS)
Speaker: Loyd Koski, NARDA

**2:30pm - 3:30pm**
☐ Increasing Productivity through Time Management (MS)
Speaker: John Aldrich, Aldrich Associates

**3:00pm - 4:00pm**
☐ Satellite Earth Stations: Profiting from Renewed Growth (PMMS)
Moderator: Chris Schultheiss, Satellite Retailer

**3:00pm - 4:30pm**
☐ Prerecorded Video: The Impact of Pay-Per-View and Pay-Per-Transaction (PMMS)
Moderator: Steve Rosenberg, Paul Kagan Associates

**4:00pm - 5:00pm**
☐ Keeping the Best Employee: A Give-and-Take Relationship (MS)
Speaker: John Shields, NARDA

**5:30pm - 7:00pm**
☐ **International Visitors Reception**

FRIDAY, JANUARY 8

**9:00am - 6:00pm**
☑ CES Exhibits Open

**9:00am - 10:30am**
☐ **CES Audio Issues and Answers** (IAS)
Sponsored by EIA/Consumer Electronics Group
Press Moderator: Paul Gluckman, Audio Times

**10:00am - 11:00am**
☐ Home Automation: An Opportunity for Retailers? (PMMS)
Moderator: Murray Slovick, Dealerscope Merchandising

**11:00am - 12:00noon**
☐ Prerecorded Video: Original Programming that Sells (PMMS)
Moderator: Ed Hulse, Previews

**11:00am - 1:00pm**
☐ Computer Software: New Applications and New Opportunities (PMMS)
Moderator: Deborah de Peyster, CW Communications

**11:30am - 12:30pm**
☐ Current Legislation: Will Congress Kill DAT? (MS)
Moderator: Gary Shapiro, Staff Vice President, EIA/Consumer Electronics Group

**12:30pm - 1:30pm**
☐ Store Design Using Computers and Other Systems (MS)
Speaker: Michael J. Gade, Retail Planning Associates Inc.

**1:30pm - 2:30pm**
☐ Preventing Theft and Pilferage (MS)
Moderator: Bill Zalud, Security Magazine

**2:00 - 3:30pm**
☐ **CES Formats Issues and Answers** (IAS)
Sponsored by EIA/Consumer Electronics Group
Press Moderator: George Kopp, TWICE

**3:30pm - 4:30pm**
☐ Electronic Toys & Games: Overcoming the Seasonal Patterns (PMMS)
Moderator: Arnie Katz, Katz Kunkel Worley

**4:00pm - 5:00pm**
☐ Translating Market Research into Sales (MS)
Speaker: Jerry Hendricks, The Marketing Council

**4:00pm - 5:30pm**
☐ HDTV: The Policy Makers Speak
Moderator: Gary Shapiro, Staff Vice President, EIA/Consumer Electronics Group

**5:00pm - 6:00pm**
☐ NACA: Promoting and Organizing Car Audio Competitions (PMMS)
Moderator: Mike'l Dornhecker, Installation News

SATURDAY, JANUARY 9

**9:00am - 6:00pm**
☑ CES Exhibits Open

**9:00am - 10:00am**
☐ **CES Video Hardware Issues and Answers** (IAS)
Sponsored by EIA/Consumer Electronics Group
Press Moderator: Len Feldman, Video Review

**9:00am - 10:00am**
☐ Specialty Audio: Expanding Your Customer Base in the Digital Age (PMMS)
Moderator: John Atkinson, Stereophile

**10:00am - 11:00am**
☐ **CES Video Software Issues and Answers** (IAS)
Sponsored by EIA/Consumer Electronics Group
Press Moderator: Jim McCullaugh, Billboard

**11:00am - 12:30pm**
☐ Sales Training (MS)
Speaker: Stan Adler, Adler Associates

**11:30am - 12:30pm**
☐ Inventory & Accounting Programs for Retailers (MS)
Moderator: Kenneth Roberts, American Data

**12:30pm - 1:30pm**
☐ Financing Growth for Small Businesses
Moderator: Sharolyn Craft, Nevada Small Business Development Center

**1:00pm - 2:30pm**
☐ The Digital Age: Reaching for the Mass Market (PMMS)
Moderator: Wayne Green, Digital Audio & Compact Disc Review

**2:00pm - 3:30pm**
☐ **CES Home Information Issues and Answers** (IAS)
Sponsored by EIA/Consumer Electronics Group
Press Moderator: Marty Brochstein, Consumer Electronics
Introduction: Thomas Miller, Link Resources

**3:30pm - 5:00pm**
☐ Cellular and Mobile Office Products: How to Capture the Market (PMMS)
Moderator: Rhonda Wickham, Cellular Business

**4:00pm - 6:00pm**
☐ Advertising & PR: Creating Brand & Store Preference (MS)
Speaker: TBA

**4:00pm - 6:00pm**
☐ Adult Video: A Threatened Market? (PMMS)
Moderator: Gene Ross, Adult Video News

SUNDAY, JANUARY 10

**9:00am - 4:00pm**
☑ CES Exhibits Open

**9:00am - 2:00pm**
☐ **Day Four Demo Center For New Technologies**
Sponsored by the EIA/Consumer Electronics Group

**10:00am - 11:00am**
☐ A Look Into the Future (MS)
Speaker: Joe Roizen, Telegen

**1988 International Winter Consumer Electronics Shows®**
**Thursday, January 7 through Sunday, January 10**
**Las Vegas, Nevada USA**


## TATUNG CO. OF AMERICA INC.

**2850 El Presidio St.**
**Long Beach, CA 90810**
**(213) 637-2105**

**OFFICERS**

Chieh Sun, president; George Chen, senior vice president, marketing; Steve Wang, vice president; Edward Chen, national marketing manager; Hanson Yang, product manager/compact refrigeration

**EMPLOYEES**

Tatung (worldwide) ..... 20,000

**PRODUCT LINES**

**Tatung:** Microwave ovens, compact refrigerators, rice cookers

**PROFILE**

Tatung Co. of America, whose name means "brotherly harmony," was founded in 1972 as a joint venture by Dr. Chieh Sun, Daniel Sun, and its parent company, Tatung, Taiwan's largest electronics and electrical products manufacturer. Tatung's worldwide sales are approximately $1 billion annually.

The U.S. subsidiary began with one line of electric fans and currently markets more than 20 different products lines, among the electrical appliances and consumer electronics. The Home Appliance Division accounted for 47 percent of company sales in 1985. Tatung holds a dominant market share of fans sold in the U.S.

A few years ago, almost half of Tatung's products sold in the U.S. were under private labels. Today, the Tatung label appears on nearly 95 percent of its products.

**SPOTLIGHT**

Chieh Sun, president

"Consumers today are conscious of quality and a demand for error-free goods will become even greater as they become more and more selective.

"A quality consciousness on the part of retailers will also need to be enhanced in order to meet the demands of these sophisticated consumers.

"Retailers face difficult decisions in the selection of the products they should carry. I believe it is important that they look for suppliers whose products pass rigorous quality assurance tests so that the rate of returned goods is minimized and the sale made are true sales.

"By decreasing the rate of goods returned due to faulty operation, retailers save on handling charges and excessive clerical and accounting time – all of which erode the profit margin."

## THERMADOR/WASTE KING

**5119 District Blvd.**
**Los Angeles, CA 90040**
**(213) 562-1133**

**OFFICERS**

Phil Friedrich, president; John Reisbeck, vice president/marketing; Bob Lewis, manager/sales administration and distribution; John Lomacz, general sales manager/California sales; Bob Woods, senior product manager/cooking appliances

**SALES**
Masco Corp.: 1985 – $1.15 billion
Thermador/Waste King: Not available

**EMPLOYEES**
Masco Corporation ..... 14,000

**PRODUCT LINES**
**Thermador:** Micro-thermal ovens, micro-convection ovens, gas/electric cooktops, Cook'n'Vent cooktops, built-in electric ovens, electric ranges, indoor barbeques, Stay-Hot ovens, dishwashers, waste disposers, compactors, range hoods
**Waste King:** Dishwashers, waste disposers, compactors, commercial disposers

**DISTRIBUTION**
Thermador primarily uses two-step distribution for its major appliances through a series of 53 independent distributors throughout the U.S. and Canada. In California, the company uses a direct, factory-run sales branch.
**Sales contact:** John Reisbeck, vice president/marketing. (213) 562-1133.

**PROFILE**
Thermador was founded in 1935. The company's first consumer goods offered were a line of electric wall heaters. However, throughout the years, Thermador moved into other product categories and created its niche by offering product with unique features.

Among other innovations, the company claims the first use of black glass on ovens, the first built-in ovens, the ability to use microwave and thermal heat simultaneously, and use of swivel impellers in disposers.

More recently, Thermador was the first to introduce solid elements to the U.S. in its Europa II line of European-style appliances. Today, Thermador is considered a leader in the high-end built-in kitchen appliance business.

Thermador/Waste King's parent company, the Masco Corp., offered its first consumer products about 30 years ago with the introduction of its proprietary, washerless Delta faucet.

The majority of Masco-owned companies are producers of products for the home, including faucets and other bathroom and kitchen fixtures, appliances, locks and other builder's hardware, and ventilating equipment and the like. Recently, a corporate restructuring resulted in the spinning off of a new company, Masco Industries, to handle industrial product sales.

**SPOTLIGHT**
John Reisbeck, vice president/marketing

"You can maximize profits in 1988 by increasing the sale of built-in, high-end appliances. They offer higher dollar volume, a growing market, and higher gross margins. Concentrate on innovative quality products like the CMT with convection, and sealed gas cooktops."

## TOWN & COUNTRY

*(See Brown Stove Works)*

## TOSHIBA AMERICA

**82 Totowa Rd.**
**Wayne, NJ 07470**
**(201) 628-8000**

**OFFICERS**
K. Hiyama, president; N. Yamamoto, senior vice president; O. Suzuki, vice president/merchandising and product marketing; R. Tsubota, merchandising manager/home appliances division; M. Murphy, product manager/home appliance division

**SALES**
Toshiba (world-wide) — (fiscal year ended March 1987) — $22.6 billion

**EMPLOYEES**
Toshiba (world-wide) ..... 120,000
Toshiba America ..... 4,400

**PRODUCT LINES**
**Toshiba:** Microwave ovens, compact refrigerators, compact laundry

**DISTRIBUTION**
Toshiba services its network of dealers through its sales rep organization.

**PROFILE**
Toshiba was founded in 1875 as a manufacturer of light bulbs. Today, the company manufactures a wide range of products from semiconductors to consumer electronics, appliances, industrial machinery and others. Toshiba is the ninth largest electrical equipment company in the world.

In the home appliance field, Toshiba is considered a leading manufacturer of magnetron tubes, the device which is used at the heart of all microwave ovens.

Toshiba America was founded in 1965, and since that time has been selling consumer electronics products in the American market. This U.S. subsidiary is currently headed for $1 billion in sales.

## U-LINE CORP.

**8900 North 55th St.**
**P.O. Box 23220**
**Milwaukee, WI 53223**
**(414) 354-0300**

**OFFICERS**
Philip J. Uihlein, president; Henry H. Uihlein, chairman of the board; Henry H. Uihlein, Jr., vice president; Richard A. Uihlein, vice-president; William A. Reed, vice president

**EMPLOYEES**
U-Line Corp. ..... 100

**PRODUCT LINES**
**U-Line Corp.:** Under-counter refrigerators, ice makers, wine/beer coolers

**PROFILE**
U-Line Corporation was founded in 1962 and introduced the first residential ice maker. The company is family owned and operated, with three generations in the refrigeration business.

## VESTA-WCI

*(See Tappan-WCI)*

## WARWICK

*(See Admiral)*

## WASTE KING

*(See Thermador/Waste King)*

## WCI MAJOR APPLIANCE GROUP

**300 Phillipi Road**
**P.O. Box 182056**
**Columbus, OH 43218**
**(614) 272-4100**

**OFFICERS**
James M. Ringler, president/WCI major appliance group; James F. West, executive vice president/marketing; Lawrence D. Cain, group vice president/product market management division; Hal E. Shafer, group vice president/brand management division; Richard M. Rozic, vice president/builder sales

**PROFILE**
WCI Major Appliance Group is a division of AB Electrolux of Sweden, the world's largest appliance manufacturer and the leading appliance maker in Europe. WCI, with its Frigidaire, Gibson, Kelvinator, Tappan and White-Westinghouse brands, plus its private label business, accounts for $3 billion in annual sales in the U.S.A.

WCI began before the turn of the century as a sewing machine manufacturer. In 1966, the company purchased the Hupp Corp., which then owned Gibson Appliances. WCI soon determined that a full line capability was necessary to maintain a presence in the appliance market. The purchase of Franklin Manufacturing added freezers to its line-up of refrigerators, laundry and room air conditioners. Ranges, and additional manufacturing facilities, were added with the purchase of Kelvinator in 1968 from American Motors.

Despite these additions, however, WCI still lacked a dishwasher manufacturing facility. That gap was filled in 1975, with the purchase of Westinghouse Electric's appliance division, which also created the White-Westinghouse brand name. With this acquisition, WCI became a full-line manufacturer.

Also in 1975, WCI made an even more important acquisition with the purchase of the Frigidaire brand from General Motors. The move propelled the company to $2 billion in annual sales for the first time in its history.

In April 1986, WCI, the nation's third largest appliance manufacturer, was added to AB Electrolux's U.S. holdings. Along with WCI came its national sales and service organizations, and its huge manufacturing facilities. Under the WCI umbrella, AB Electrolux consolidated its previously acquired Tappan brand, and Tappan's O'Keefe & Merritt line. Also included in the original Tappan purchase were four kitchen cabinet makers, of which Quaker Maid and Kemper are best known.

AB Electrolux, the Stockholm-based parent company, was formed in 1914 when founder Axel Wenner-Gren sent salesmen door-to-door with a vacuum cleaner. In 1964, ASEA, a large electrical equipment company controlled by Swedish entrepreneur Marcus Wallenberg, purchased a large block of stock. The Wallenberg empire today controls a majority of AB Electrolux's voting shares. AB Electrolux has been run for more than 15 years by chairman of the board Hans Werthen and his top managers, president and CEO Anders Scharp, and vice chairman Gosta Bystedt.

**SPOTLIGHT**
James F. West, executive vice president/marketing

"Looking ahead to 1988, I see sales continuing at high levels in most appliance categories, particularly home laundry and refrigerators. WCI's business was up, buoyed by strong replacement demand. 1987's air conditioner sales were fantastic because of the hot weather experienced nationwide, providing clean pipe lines for the 1988 selling season.

"One problem area for the appliance business as a whole is an increase in inflation. This is putting pressure on production costs across the board. We are beginning to see cost increases creeping in at a rate beyond which we can expect to offset with cost reduction. Inflation could be a tough problem in 1988."

## WELBILT CORP.

**3333 New Hyde Park Rd.**
**New Hyde Park, NY 11042**
**(516) 365-5040**

**OFFICERS**
Richard Hirsch, president; Lawrence Gross, executive vice president; Howard Lorsan, vice president/marketing & sales

**SALES**
Welbilt Corp.: 1985 – $152 million
1986 – $201 million

**EMPLOYEES**
Welbilt Corp. ..... 1,700

**PRODUCT LINES**
**Welbilt:** Ranges, air conditioners, heaters, microwave ovens, refrigerators, ultrasonic humidifiers

**DISTRIBUTION**
**Sales contact:** Howard Lorsan, vice president/marketing and sales. (516) 365-5040.

**PROFILE**
Welbilt Corp. has its foundations in a company formed in 1929 to produce commercial ranges. Over the years, the company has grown to where it now owns some 12 subsidiaries (nine in the U.S.) which are engaged primarily in the production of commercial food service equipment, including ovens and ranges, fryers, ice machines and the like.

In 1975, Welbilt entered the home appliance field for the first time. The company manufactures ranges and also supplies air conditioners, microwave ovens and refrigerators sourced from other firms. In addition, the company also manufactures vertical furnaces for residential use.

## WHIRLPOOL CORP.

**Benton Harbor, Michigan 49022-2692**
**(616) 926-5000**

**OFFICERS**
David R. Whitwam, chairman, president, CEO; George E. Wardeberg, vice chairman,

NARDA
NATIONAL ASSOCIATION RETAIL DEALERS OF AMERICA

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chief operating officer; H.W. (Hank) Bowman, executive vice president/marketing; August Brogno, vice president/major appliance group; Kenneth W. Kaminski, president/KitchenAid; Robert W. Paul, vice president/Whirlpool sales

**SALES**

Whirlpool Corp.: 1985 – $3.5 billion
1986 – $4 billion

**EMPLOYEES**

Whirlpool Corp. (with subsidiaries) ..... 27,810
Whirlpool Parent (includes KitchenAid) ..... 23,687

**PRODUCT LINES**

**Whirlpool:** Home laundry, refrigerators, freezers, room air conditioners, ranges, dehumidifiers, microwave ovens, residential ice makers, hot water dispensers, residential trash compactors, dishwashers, commercial laundry

**PROFILE**

Whirlpool's history traces back to the Upton Machine Co., founded in 1911 by Chicagoan Lou Upton, and his uncle Emory Upton, a machine shop owner in the St. Joseph, Michigan area. Lou, who owned a patent for a manually operated clothes washer which had never been produced, challenged his uncle to power the device electrically. Upon completion of Emory's design, Lou moved to St. Joseph and the company was launched.

By 1916, Upton had shipped its first order of electric washers to the mail order house of Sears, Roebuck and Co., establishing a valued business relationship that endures to this day. The appliances were sold under Sears' "Allen" brand name.

In 1929, Upton was forced to increase capacity because of Sears' expansion into retail sales. To accommodate the demand, Upton Machine merged with the Nineteen Hundred Washer Co. of Binghamton, New York to create the Nineteen Hundred Corp.

By 1947, the company's first automatic washer, nicknamed the "Jeep," was introduced by Sears under the "Kenmore" brand name. Shortly after, the Nineteen Hundred Corp. began marketing its own line of laundry equipment, using the brand name "Whirlpool," as taken from an agitator washer developed around 1920 by the Nineteen Hundred Washer Co. In 1949, an automatic dryer was added to the line, and by 1950, the Nineteen Hundred Corp. was renamed Whirlpool Corp.

In 1955, Whirlpool merged with Seeger Refrigerator Co. of Minnesota, allowing it to add a refrigeration line, and causing a temporary change of the company name to Whirlpool-Seeger. Along with Seeger came the former air conditioning and range business of RCA. Whirlpool, known to consumers primarily for laundry, reached an agreement with RCA to strengthen its name through the use of the RCA logo. The brand became RCA Whirlpool in 1956; the RCA name was dropped ten years later in 1966.

Notable recent acquisitions include the 1986 purchases of KitchenAid Inc. and St. Charles Manufacturing Co., and the December, 1985 purchase of MasterCraft Industries. The latter two were merged in May, 1986, to form Whirlpool Kitchens Inc., a wholly owned subsidiary of Whirlpool Corporation. Whirlpool has also established a significant international presence through alliances in India, Mexico, Brazil, Italy and Canada.

**SPOTLIGHT**

Bob Paul, vice president/Whirlpool sales

"The consensus is that 1988 will see a slowdown in major appliance sales of one to three percent. As competitive as the industry has been over the past few record-setting years, it's sure to be even more competitive in this environment.

"The successful dealer must make a daily commitment to being the best at the basics, and to providing total customer satisfaction. Effective merchandising, promotion, selling, and product support will all require tireless attention.

"What does 'back to the basics' mean? It starts with an effective and attractive floor display of the brands you carry. Make every effort to merchandise the full line. Stock a sufficient range of products to meet customers' needs, and display it as well, so customers know that you have what they want.

"Specific trends in 1988 include continued consumer interest in built-in and more highly featured products; successful dealers will make sure these are displayed and merchandised effectively."

## WHITE-WESTINGHOUSE - WCI

**300 Phillipi Road**
**Columbus, OH 43228**
**(614) 272-4100**

**OFFICERS**

H.T. (Ted) Fritz, vice president/White-Westinghouse brand management

**PRODUCT LINES**

**White-Westinghouse:** Refrigerator/freezers, freezers, laundry, Gas and electric ranges, electric ovens and cooktops, microwave ovens, dishwashers, disposers, room air conditioners, dehumidifiers

**PROFILE**

White-Westinghouse Appliance Company, a division of the WCI Major Appliance Group since 1975, is the original appliance division of Westinghouse Electric Corp. Its history dates back to 1917, when Westinghouse Electric Manufacturing Co. purchased the Copeman Electric Stove Co. of Flint, MI, and began production of ranges in Mansfield, OH. The 1914 Copeman range was the first household electric range to be sold.

In 1930, Westinghouse entered the refrigerator market. Among the company's achievements in this area is the frost-free refrigerator/freezer, introduced in 1950. This patented breakthrough was the forerunner of the basic feature found on nearly all refrigerators today. Westinghouse also offered such innovations as an electric touch-to-open door and an automatic juice dispenser in the 1950s.

Westinghouse helped launch the dishwasher industry in 1935 with the first portable dishwasher. In laundry, the firm claims the first fully automatic clothes washer that didn't need to be bolted to the floor (1939). Tumble-Action washers, still popular in many homes today, are widely used in commercial laundry establishments and used almost exclusively in Europe.